COMMITTED TO EXCELLENCE IN DEFENSE OF THE NATION

COMMUNIQUÉ

A DEFENSE INTELLIGENCE AGENCY PU

JULY/AUG. 2010

SUPPORTING the WARFIGHTER

- Interview with Deputy Director Robert Cardillo
- Advanced Technical Intelligence Center Hosts Inaugural Intelligence Conference
- CIVFAS Enhances Intelligence Tradecraft
- The Long March to the Front: The Evolution of DIA's Support to the Warfighter

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COMMUNIQUÉ
A Defense Intelligence Agency Publication

LTG Ronald L. Burgess Jr.
Director, DIA

Donald L. Black
Chief, Public Affairs

Jane A. McGehee
Chief, Internal Communications

Dana M. Black
Managing Editor

Margan C. Kerwin
Jennifer M. Redding
Kate S. Worley
Editorial Staff

Brian D. Nickey
Design/Layout

Graphic Design and Publishing Services Branch
Printing and Posting

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Cover Image: A soldier makes his way through a river while on a joint patrol in the Arghandab River Valley of Kandahar province, Afghanistan.

Photo by MSgt Juan Valdes, U.S. Air Force

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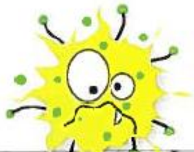
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Farewell to TISH Long

Deputy Director Letitia "Tish" Long came to DIA in 2006. Since then DIA has grown immensely under her watch as deputy director. She has worked closely with two directors, current DIA Director LTG Ronald L. Burgess and former Director LTG Michael D. Maples, and has overseen transition of the combatant command's intelligence personnel to DIA, the stand-up of the Defense Intelligence Operations Coordination Center, the integration of the Counterintelligence Field Activity to the agency, Base Realignment and Closure activities, and a heightened deployment operations tempo, just to name a few of the major activities during her tenure.

Long will begin her new role as director of the National Geospatial-Intelligence Agency in August. Thank you, Ms. Long, for your dedication to the work force. We, too, consider it a great privilege to have been your colleague.

Photo courtesy of MSIC

Upon becoming DIA's deputy director, Long tackled an ambitious communications plan and traveled the globe for DIA's mission, visiting many of DIA's locations along the way. Here she visited the Missile and Space Intelligence Center in Alabama and drove a MAZ-543 Transporter-Erector-Launcher.

Photo by Murray Milton, CS

For the agency's annual CFC campaign, Long hosted a walk to raise money for charity. Over the years this walk contributed hundreds of dollars for DIA's very successful campaigns.

> "The agency I leave tomorrow is not the same agency I returned to in 2006. ... It is far more capable, more forward deployed, more responsive, more unified and more tightly focused on the mission than at any time in its history."

Photo by Eric Druxman, CS

Long met with then-Director of National Intelligence Dennis Blair in March 2010.

Advanced Technical Intelligence Center Hosts Inaugural INTELLIGENCE CONFERENCE

By National Air and Space Intelligence Center Public Affairs, NASIC

DIA's National MASINT Management Office plays a key role at inaugural intelligence conference.

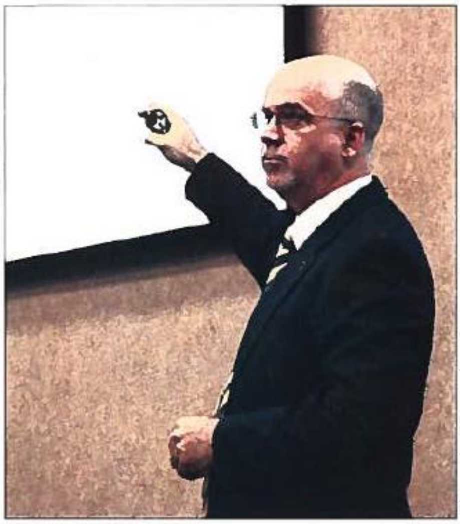
The Advanced Technical Intelligence Center for Human Capital Development (ATIC) hosted the first Measurements and Signatures Intelligence (MASINT) Processing, Exploitation and Dissemination Conference in Ohio April 12.

ATIC is an independent, not-for-profit corporation established in 2006 to help fill critical human capital and technological shortfalls within the intelligence community and related industries. ATIC leverages the combined capabilities of government, industry and academic partners to develop, coordinate and deliver programs of instruction, research, studies and specialized support focused on advanced technical intelligence and related activities.

The conference was co-sponsored by the National MASINT Management Office (NMMO) and the National Air and Space Intelligence Center (NASIC). Featured speakers and attendees came from across the U.S. MASINT enterprise and allied government representatives from several countries attended as well. MASINT is an extremely technical intelligence disciple that uses advanced scientific techniques to characterize threats to the U.S. and its allies.

The diverse group of speakers included Chief of NMMO Robert Dixon and Rep. Michael Turner, Ohio's 3rd District representative. Turner took time during his remarks to highlight the depth of expertise found in the MASINT community and its importance to national defense.

Rep. Michael Turner, center, is greeted at the MASINT conference by senior officials from DIA, NMMO and NASIC.



Photos by SSgt Joshua Strang

Curt Rowland, NASIC, provides a briefing at the recent ATIC sponsored MASINT conference.

Beyond presentations, the conference also included discussions and exhibits that encouraged collaboration across the community. Technical exhibit contributors ranged from local universities, organizations at Wright-Patterson Air Force Base and defense contractors supporting MASINT activities.

NMMO supports the DIA director in his role as the MASINT functional manager. The DIA office in Dayton, Ohio, maximizes on the synergy of being co-located with key community players such as NASIC, Air Force Institute of Technology, Air Force Research Laboratory, Air Force Materiel Command, defense contractors and area universities. These partnerships have proven to be key components in the development, acquisition and use of MASINT capabilities.

CAMPUS BEAT

IIFP Alumni Reunite at Spring SYMPOSIUM

By Julie L. Patykula, MC

NDIC's spring symposium brought international fellows together to discuss how nations can collaborate to defeat global terrorism.

In late April, 47 alumni from the International Intelligence Fellows Program (IIFP) reunited in Garmisch-Partenkirchen, Germany, for a Continuing Engagement Symposium hosted by the National Defense Intelligence College (NDIC). The theme of the symposium was "Intelligence Support to Combating Terrorism and Achieving Stability." This was the first opportunity the alumni had to re-connect and network with fellows from other iterations of the IIFP. Fellows from classes dating back to 2002 were in attendance and every combatant command was represented.

DIA Director LTG Ronald Burgess Jr. and Deputy Director for George C. Marshall European Center for Security Studies Dr. Jim MacDougall opened the three-day event with keynote speeches that emphasized the importance of the intelligence community's support to counterterrorism operations. A robust question and answer session followed each presentation, affording the fellows the opportunity to debate American and regional perspectives on defense, intelligence and counterterrorism policies.

The symposium consisted of six panels that focused on terrorism and stability issues. Many of the fellows have risen to positions of prominence within their governments or militaries since graduating from the IIFP. Their experience with strategic, operational and tactical intelligence made them the ideal candidates to serve as panelists and explain how their countries can cooperate to defeat terrorism.

The diversity of viewpoints made this symposium an excellent venue for the alumni to learn how various countries define and manage terrorism issues. The general consensus was summarized by one fellow who stated, "There are different approaches of how to understand terrorism. It lies on different cultures and social habits. It was a great experience to learn these views." Another fellow noted, "I realized there are more common points of interest than different. The interaction with the fellows was very helpful for me, and I learned a lot."

This symposium is unique because it served as both a venue for alumni to re-connect, and also as a non-attribution environment where every fellow had the opportunity to express his or her personal views about terrorism issues they encounter. At the conclusion of the symposium, the fellows enthusiastically agreed that these types of events are professionally rewarding and should continue in the future. This mindset is best expressed by one fellow who wrote, "After all, we are for intelligence sharing. I hope that we learn, and more importantly, put to use the lessons from the symposium."

NDIC plans to build on the success of this symposium and host future continuing engagement events for its alumni.

Photo by Bridgette L. White, MC

IIFP fellows gather at the NDIC symposium in Germany to collaborate on counterterrorism and regional stability efforts.

SITE Supports IT REQUIREMENTS

By Camille S. Lakhani, DS

DIA recently awarded Solutions for Information Technology Enterprise contracts in support of IT requirements across the defense intelligence community.

After much anticipation, DIA awarded Solutions for the Information Technology Enterprise (SITE) contracts to 11 companies May 14. SITE has a $6.6 billion program ceiling over five years — base year plus four annual options. SITE supports information technology (IT) requirements across the defense intelligence enterprise and the greater intelligence community, including global intelligence, surveillance and reconnaissance, and command and control system assets, all of which are vital to U.S. security.

DIA encourages customers to use SITE as the preferred contract vehicle for IT requirements. SITE is designed to support streamlined acquisition planning, efficient contracting and an enterprise approach to acquisition program management. The contract vehicle offers a decentralized ordering process and strives to be the premier example for performance-based contracting. This approach focuses on outcomes in which both the vendor and the government are held accountable for measurable objectives achieved with best value to the government. "It's going to drive the contractor to provide results rather than furnish people," explained Esther Woods, SITE contracting officer.

Jenniffer Wilson oversees the SITE Program Management Office (PMO) and has extensive experience in both the private sector and federal government in all phases of the acquisition lifecycle. She places strong emphasis on performance-based contracting, quality assurance, risk management and standardization of repeatable business processes to manage the acquisition framework for delivering IT services and capabilities. She also serves as chair of the SITE Intelligence Support Panel (ISP), which is made up of service and agency representatives that govern and steer the community's use of SITE contracts. Overall, the SITE PMO works closely with the SITE contracting officer and is responsible for providing guidance to customers as they prepare task order requirements packages.

If your organization has an IT requirement and would like to initiate a SITE task order, contact your appropriate ISP representative (ISPR) for a recommendation regarding the scope of SITE and guidance on the preparation of the procurement package. DIA customers may contact SITE Operations Chief Cynthia Nedd at (703) 907-1887 to initiate the task order process.

Additional information regarding SITE, including list of ISPR contacts, the SITE Ordering Guide and more can be found on JWICS at http://www.dia.ic.gov/admin/SITE/index.html, SIPRNet at http://www/dia.smil.mil/admin/SITE/index.html or on NIPRNet at http://www/dia.mil/contracting/site.htm.

STRATCOM Hosts Conference:
"Thinking Through the New Strategic Environment"

By Michael N. Schulman, STRATCOM

U.S. Strategic Command recently hosted a conference focused on support to STRATCOM's strategic planning process and to the president's Nuclear Posture Review.

With the release of the president's Nuclear Posture Review (NPR), the imminence of the New START treaty, and the president's participation in the Nuclear Security Summit and the Nuclear Non-Proliferation Treaty Review Conference (NPT RevCon), U.S. Strategic Command (STRATCOM) Commander Gen Kevin Chilton tasked his director for intelligence (J2) to pull together a meeting of the intelligence community's (IC's) "best and brightest" to think through the implications of all these efforts and take the first steps toward setting a new strategic direction. The new course must lead to better intelligence support to STRATCOM's strategic planning process and ultimately to more options to support the commander-in-chief's new strategy. The conference facilitated trust among the group the day the NPR was released.

STRATCOM's Global Innovation and Strategy Center in Omaha, Neb., recently hosted a gathering of experts on Eurasia intelligence from across the Department of Defense (DOD) and the IC covering a wide number of functional disciplines. The purpose was to assess the state of the IC's analytic level of effort and expertise on those related areas of concern for the command (i.e., strategic forces, cyber, space and geopolitics). STRATCOM Joint Information Operation Center's Tim McGlynn led a team that successfully pulled the conference together on short notice. Senior intelligence leaders participated — including Dr. Eugene Rumer, the newly appointed national intelligence officer for Eurasia — as well as subject matter experts from several geographic combatant commands.

The conference opened with a charge from STRATCOM's Deputy Commander VADM Carl Mauney and comments from STRATCOM J2 CAPT Pete Smith. Following additional comments from STRATCOM Deterrence Division Chief CAPT Steve Petit, most of the first day was devoted to an IC-wide, organization-by-organization look at the level of effort for the entire Eurasia region. The second day was devoted to key facets, challenges and opportunities of NPR, the New START treaty, Nuclear Security Summit and NPT RevCon bring to the community. Three conclusions were agreed to:

We must reinvigorate the "community of practice" that studies Eurasia — especially Russia.

"We have to re-grow our understanding of Russia — the language, history, culture ... and the 'cultural terrain' of Eurasia," Don de Leon III, senior defense intelligence analyst for Russia, said in his remarks. "Ultimately, our senior leaders want to know their intent with regard to this treaty. We can never understand intent if we don't know their language and culture, as well as their equipment and capabilities."

> "Ultimately, our senior leaders want to know their intent with regard to this treaty. We can never understand intent if we don't know their language and culture, as well as their equipment and capabilities."
>
> — Don de Leon III

Better collaboration is essential.

David Harrop, the senior National Geospatial-Intelligence Agency representative said, "This conference highlighted how developments in the Eurasian strategic military community have created a complex and demanding intelligence problem. It calls for greater depth of analysis and the most efficient use of our collection capabilities."

"With ever-competing 'priority number one' requirements coupled with the complex environment we have described here, it is clear that we must work in smarter ways." Jessica Burns from the National Security Agency added. "We must develop innovative ways to achieve our common goals. Our collaborative efforts must reach beyond our own agencies, beyond the DOD and even beyond the IC."

The IC faces some serious challenges ... but we also have a number of opportunities.

Dr. Rumer said, "We can enhance our status as a major player on foreign policy development ... but only if we can accurately describe the posture, disposition and motivations of those on the other side of the table."

The conference was clearly a success in every area. Josh Handler, the senior representative from the Department of State, commented that, "It was a good conference, but it was too short and didn't leave enough time for networking. It is rare to get together with a group like this, especially in a low pressure environment like Omaha provides."

He added "I hope the combatant commands will host these regularly, but when they do, I hope they will explore the roles of the non-DOD players in greater depth and dedicate some time to better understanding the foreign policy, dimension of the treaty process."

One non-DOD representative captured the signifigance of this effort by stating, "This is huge. If we get it right — and things go well — our leaders may be able to guide us to a really positive mutually beneficial relationship. We have to strap in and face this challenge."

Shrinking the Great Divide
Building an ENTERPRISE CULTURE

By Rod J. Guinn, DS, and Steven M. Grogan, CE

The first step toward integration is taking an enterprise approach to defense intelligence.

Working together toward a common goal is a key tenet of the DIA enterprise, but living and practicing this in every aspect of analysis, collection and support is another. Recognizing this as a challenge is half the battle. Deputy Director Letitia "Tish" Long said in a keynote speech to the National Military Intelligence Association, "For the first time in the agency's history, the majority of our employees work outside of the National Capital Region (NCR), [and this is] a significant demographic shift for the agency ... It means DIA is more distributed than ever before, and that headquarters' job is to first and foremost support all employees equally across the enterprise." There are challenges associated with these new demographics, but DIA can do things to overcome the challenging new environment and create an enterprise culture that is agile and integrated, and highlights the underlying interconnectivity DIA has with its mission partners.

DIA Director LTG Ronald L. Burgess Jr. has said that enterprise management has matured, and the agency is on its way toward building an enterprise culture at DIA. Following that observation, LTG Burgess told the Defense Intelligence Analysis Program Board of Governors May 12 that we must embrace the enterprise. This presents an opportunity for DIA to look introspectively and for employees to ask at least two questions each day: What can I do to reach out to my counterparts in the defense intelligence enterprise? And how can we each work to see the underlying interconnectivity of all that DIA does in the enterprise?

During the 2007-2008 JIC/JAC MIP Implementation Study (JMIS) transition, 4,000 military and civilian positions were transferred to DIA in two phases. DIA's interaction with the transitioned personnel is a key indicator of how well DIA is moving toward an enterprise culture. One thing that needs to change is that interaction is still governed by a pre-enterprise culture that is predominantly DIAC-centric.

The DIAC and NCR are the headquarters for worldwide enterprise intelligence operations, but that does not mean centralized planning and centralized execution. Corporateness, responsibility and accountability are hallmarks of enterprise thinking; therefore, we need to look at practices that would promote these attributes:

- Foster an inclusive mindset. For example, we should encourage the practice of having a command representative co-chair DIA working groups. To remain an agile and a hands-on integrated enterprise, offering the combatant commands (COCOMs) a seat at the table and at the helm will help cement the partnership DIA headquarters must have with those leaders.
- Offer unrelenting opportunities for information sharing. Command directors for intelligence (J2s) should have opportunities to participate in decision-making at multiple levels. An option would be to include via video teleconference the COCOMs in the DIA staff director meetings, giving them the "inside scoop."

> **"Enterprise ... means we need 24-hour support services from facilities to logistics to FOIA — basically, everything we do. For the leadership, this means creating and fostering a common enterprise organizational culture that replaces historical barriers between the National Capital Region and the combatant commands, or the Defense Attaché Offices, or those deployed to Iraq, Afghanistan and Qatar. Regardless of location, every employee deserves and is entitled to a sense of belonging to the larger, shared agency mission with no artificial distinctions between organizations based upon geography, or mission set, or any other reason."**
>
> ***— Letitia "Tish" Long, Deputy Director, DIA***

- Break the inertia of "same job, different day," which can prevent DIA command civilians from feeling a part of the enterprise culture. For many COCOM civilians, not much changed when they were brought into DIA. The agency needs to reach out to geographically separated employees and provide training, a virtual professional social network and access to agency sponsored events that would highlight our common enterprise goals.
- Embrace an enduring sense that all agency personnel are part of the enterprise and that we have a responsibility to organize, train and equip each other. DIA must formally recognize centralized management and decentralized execution as a goal of our operating plan.

As noted by Chief of Staff Sharon Houy, former associate deputy director of DIA, in an article in the Armed Forces Journal Dec. 3, 2008, "Success depends on all members of the enterprise recognizing that it is not the DIA or [the] command way, but the enterprise approach to defense intelligence." The future success of the enterprise is dependent upon adopting and following not the traditions of the past, but a new enterprise culture that looks to the future of defense intelligence.

The Historic Realities of the CALIPHATE

By CDR Yousef Aboul-Enein, USN

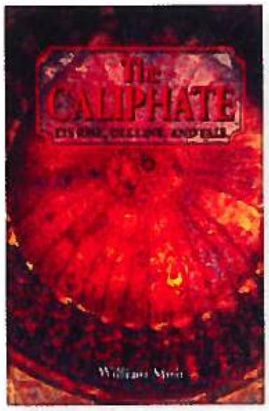
William Muir's book traces the history of early Islam and the caliphate.

United States military involvement in the Middle East will be long term and will not cease with the withdrawal of combat forces from Iraq and Afghanistan. There are many complex issues tied to the global economy that will necessitate America's attention on the region. I happen to believe in GEN John Abizaid's classification of the "long war" with the premise that we have decades to train and reorient our forces to the cultural nuances of the Middle East.

The late Scottish scholar Sir William Muir is perhaps the earliest western biographer of the Prophet Muhammad and early Islam. While his writings possess traces of 19th century imperial hubris, he writes an excellent narrative in the English language on the early caliphate. Muir's "The Caliphate: Its Rise, Decline, and Fall from Original Sources" was published in 1891, with a revised edition published in 1924 by T. H. Weir and John Grant.

Muir dispels much populist history present in Christian and Muslim accounts and attempts a realistic treatment of the rise and fall of the Islamic caliphate. First and foremost, the caliphate is not a religious obligation in Islam, but rather a political tradition that existed from the death of Prophet Muhammad in 632 until 1924, when the abolishment of the institution made way for the modern Turkish Republic. The book begins with the death of Muhammad until the collapse of the Abbasid caliphate under the weight of Mongol invasions in 1258.

Prophet Muhammad left no clear guidance on succession and Islam's divine scriptures, the Quran and Hadith, contain no guidance regarding how Muslims are to govern themselves. Muir's book covers the politics that led to the ascension of Abu Bakr, the first caliph, who reigned for only two years. During this time, he and early Islamic leaders like Omar and Abu Ubeidah, unified what could have been a fractured Arabian peninsula by sharing the charisma and message of Muhammad.



Omar ruled as caliph for ten years. During his reign, Muslims capitalized on the discontent of Byzantine rule to gain the collaboration of Christian sects to expand into Syria and Egypt. Coptic Christians and Monophysite Christians despised forced church doctrine of Byzantium and oppressive taxation.

In 635 Saad ibn Abi-Waqaas engaged in the three day Battle of Qadisiyah to conquer Iraq. Muir also discusses some battle tactics of the early Muslims, such as their ability to quickly adapt techniques to counter Persian war elephants. Caliph Omar dealt with Jabala, a Ghassanid Christian prince who converted to Islam, who assaulted a Bedouin while in Medina. When Omar adjudicated between them, he decreed a blow-for-blow and the outraged Ghassanid prince departed Arabia and reconverted to Christianity. For Omar, all Muslims were equal in his new Islamic society. For example, Omar's wife sent a diplomatic gift of frankincense to the Byzantine empress and in return the empress sent a gorgeous necklace. Omar refused to allow his wife to keep the gift until he paid its value from his personal purse. The frankincense was public property and therefore the necklace was the people's property.

Our adversary, militant Islamists, focus not on Omar's life in totality, but on glimpses of select history to radicalize and incite hatred. Examples include the Ordinance of Omar, a set of rules and regulations that were highly discriminatory to Christians and Jews. Muir writes that these regulations, although attributed to Omar, evolved decades after his death and were given the name of the second caliph to lend it legitimacy.

Military personnel will enjoy Muir's discussion of battle tactics, such as the Battle of Yarmuk in 636, whereby a larger Byzantium force positioned itself in terrain unfavorable to them. While they initially won, their position along the edge of a cliff led to panic as Muslims pushed portions of the army over the side.

The caliphates of Uthman and Ali between 646 and 661 were the most controversial and painful episodes of the early Islamic history. Uthman, the third caliph, codified and placed the Quran into book form. He was part of Muhammad's family that persecuted the Prophet in Mecca, an insecurity that hampered his rule. Uthman made many politically questionable decisions and was the first to proclaim himself "Shadow of God," a title deemed outrageous by many Muslims. Uthman would also mark Islam's first political assassination of a caliph. Muir discusses the rule of Ali — the fourth and final of what Muslims call the Rightly-Guided Caliphs. Ali was Prophet Muhammad's cousin and raised by the prophet. He was married to Muhammad's daughter Fatima and his political decisions to not aggressively punish Uthman's assassins lead to Islam's first civil wars. The Battles of Siffin, Camel and Nahrawain pitted Talhah, Zubeir, Muawiyah and Prophet Muhammad's wife, Aeisha, against Ali. The fourth caliph would be assassinated in 661 in southern Iraq. This history is important for American military

personnel to better understand the terrain of southern Iraq and the battles that were fought in and around the city of Kufa.

Muir continues with the battle between Ali's son Hussein (also Prophet Muhammad's grandson) Muawiyah, founder of the Ummayad Caliphate, and Muawiyah's son Yezid. This culminated in the ambush and murder of Hussein in Karbala, Iraq.

The book should be rediscovered by America's leaders interested in the Middle East, as it will make them much more informed than the pseudo-intellectualism of Internet jihadists. This volume can be acquired through inter-library loan or downloaded at http://www.answering-islam.org/Books/Muir/Caliphate/.

Editor's Note: CDR Aboul-Enein is currently studying at the Industrial College of the Armed Forces and will be returning to the Joint Intelligence Task Force — Combating Terrorism (JITF-CT) in the fall. He is the author of "Militant Islamist Ideology: Understanding the Global Threat," published by the Naval Institute Press in June. Aboul-Enein thanks PO1 Gavin Irby for his edits and discussion of this review.

A SYNERGISTIC Team: Safety and Student Services

By Ann H. Albrecht, HC

The Safety and Student Services teams are working towards safer and healthier classrooms.

The union of safety and training may seem like an uncommon alliance, but the Directorate for Human Capital Office of Learning and Career Development (HC/HCL) and the Directorate for Mission Services Occupational Safety and Health Branch (DA/DAL-3A) have teamed up to create a safer, more sanitary environment at DIA.

HCL would like to make DIA classrooms a showcase for all military and intelligence community members and employees, especially those who are attending Tomorrow's Intelligence Professionals (TIP) and Tomorrow's Intelligence Leaders (TIL) classes. As we know, first impressions are lasting ones! Furthermore, Student Services intends to create a healthy, well-maintained and orderly environment for all instructors and students, allowing them to focus on learning.

Richard McCray, safety and occupational health manager, and Judith Healy, industrial hygienist, strongly endorse the effort to promote wellness and sanitization at DIA. DAL-3A has worked with the Building Management Office to acquire wall-mounted hand sanitizers for each classroom in the K and T modules at the DIAC. "We strongly support a sanitary classroom environment," said McCray.

Do you know what fomites are? See the end of this article for the answer!

The Safety Office has targeted a reduction of workplace communicable diseases, in anticipation of the Occupational Safety and Health Administration implementing a communicable disease standard in the coming year. For example, a TIP classroom environment can be similar to that of an elementary school classroom known for easy passage of lice and respiratory illnesses — both classrooms have many students in close quarters over long periods of time using shared tools.

"When people get sick at work, they immediately think it's due to poor air quality," said Healy. "Typically, that is not the case. I must explain to them that the primary vehicles for communicable diseases are things like escalator rails, elevator buttons, keyboards and phones."

Photo by Ty M. Harris, HC

HCL and DAL-3A are here to make DIA's learning environment safer and healthier. From left to right: Richard McCray, Judith Healy, Ann Albrecht, Marcia Blais and Nevage Malone.

McCray notes that although DIA did not suffer high employee absence from H1N1, "We want to keep the workplace healthy in any future epidemic."

At the DIAC there are 14 classrooms in the K module and three in the T module. Classroom booking usually exceeds 100 percent, which means there is more demand for classrooms than there is space. HCL maintains an eZHR online catalog of more than 600 courses and processes approximately 25,000 internal enrollments each year. The 17 classrooms are occupied throughout the year, usually to capacity, further attesting to their heavy traffic.

Student Services provides safety and occupational health kits and checklists so that classrooms can be routinely maintained by custodial staff after each class. Instructors and course managers validate that rooms have been returned to their original configurations and sensitive materials have been removed and properly discarded. These procedures, which HCL staff demonstrated at Safety Day June 23, help ensure a sanitary and orderly environment for the next class.

Fomites are objects that become contaminated by touch and are then capable of transmitting infectious organisms. Examples are phones, keyboards and desktops.

Don't Fall HOOK, LINE and SINKER

By Kara A. Byrd, DS

Here's some tips to keep you from falling for phishing and spoofing scams and how to prevent hackers from gaining access to your personal information.

The Internet is a bountiful global resource. As our dependency on Internet connectivity increases, threats to our data and network resources increase. Cyber warfare is raging, and our networks are under constant attack from enemy nations, organized crime elements and common hackers.

Many computer users believe that a computer break-in is the result of flaws in computer system software or hardware and that the Directorate for Information Management and Chief Information Officer's (DS's) computer network defense and information assurance management personnel will keep DIA networks safe. However, in the age of network-born threats, information technology personnel are not solely responsible for protecting the network. The security controls in place cannot protect against a user error that allows adversaries to bypass our defense measures. A frequent means of computer compromise are successful social engineering exploits that allow attackers to bypass security barriers, like firewalls or intrusion-detection systems.

Computer users' lack of security awareness often provides an attacker an easy stepping stone into a protected system or network. The DIA work force is the first line of defense against an arsenal of enemy tactics designed to exploit human error. Every user must be aware of the threats and ensure that they follow proper precautions to protect data and network resources. There are several ways an enemy may attack our network.

Social Engineering

Social engineering refers to the process of hacking people instead of computers. Social engineering tactics are designed to exploit weaknesses in human nature rather than weaknesses in hardware, software or networks. It is a tactic used by hackers and others with malevolent intent to gain unauthorized access data. A hacker saves time by tricking a person into either voluntarily opening an e-mail attachment or Internet link containing malicious code. The code is designed to steal data, such as computer addresses, passwords or credentials. These techniques allow someone with computer hacking skills to find their way into a secure computer system and access, modify or destroy information.

Spoofing

Spoofing is the act of pretending to be someone or something else by forging an e-mail header, sender address, website or frame on a website. Spoofing is an electronic con game and a form of identity fraud; the attacker is trying to trick the user into believing they are legitimate and trustworthy. They may pretend to be someone you know by using an e-mail address that they harvested from an address list after compromising the user's account. The attacker may also create a fake copy of a legitimate website or frame within a website. However, the attacker controls the false site, allowing the attacker to monitor all of the victim's activities and acquire their passwords or account numbers. The attacker can also cause false or misleading data to be sent to Web servers or to the victim in their name. Once the attacker has access, they will be able to observe and control all of the user's activities on the Web.

Phishing and Spear Phishing

Phishing is when an attacker uses social engineering or plants malware to steal users' personal identity data, credentials, credit card numbers, account usernames, passwords and Social Security numbers. Spear phishing describes any highly targeted phishing attack. Phishers send an e-mail that appears genuine to employees or members of an agency, organization or group. By responding to an e-mail, pop-up window or website with personal account information or by opening links or attachments, you could compromise your account and network.

The Department of Defense and intelligence community have seen a significant increase in the number and sophistication of phishing and spear phishing attacks in the past several months and expect this trend to continue. A phisher will often use provocative subjects or statements in their e-mails regarding military issues, intelligence reports, world events or your account access being

suspended to entice users to open attachments or links. These messages convey a sense of urgency to entice you to respond. Our adversaries are also spoofing legitimate DIA e-mail account addresses.

Our adversaries have become particularly good at faking Office of Personnel Management and other government forms, memorandums, messages and e-mail addresses.

Every employee must do their part to ensure that our sensitive networks and data assets remain secure. Be sure you are familiar and comply with the following guidelines:

1. Do not open e-mails sent from an address you do not know.
2. Do not open e-mails that look official if you are not expecting it. Hackers compromise accounts and harvest, or steal, address lists and send e-mails to addresses containing malicious code or links to malicious sites.
3. If an e-mail does not look legitimate, contact the sender to confirm the legitimacy.
4. Ask yourself if the e-mail makes sense. For example, why would the director of national intelligence send you an intelligence report on NIPRNet?
5. Always report unexpected, odd or suspicious looking e-mails to DIA at SPAM@dia.mil.
6. Do not give your work e-mail address to nonwork-related mailing lists.
7. If you have a legitimate need to use a link provided in an e-mail, use a search engine to query for the webpage or code the URL yourself rather than using the link to ensure you do not link to a spoofed site.
8. Always lock your computer before you leave your desk. Failure to do so is a formal security violation.
9. Do not turn your workstation off when you leave. Automatic security patches are applied to your workstation at night. Failure to do so is also a formal security violation.

Remember: a network is only as secure as its weakest link.

AE Responds to Urgent HUMANITARIAN NEEDS

By the Acquisition and Policy Outreach Office, AE

The GPC program can help your office meet mission needs.

Did you know that the Office of the Acquisition Executive (AE) has a program that provides the intelligence community (IC) with a streamlined and fast way to purchase critical supplies and services? Under the leadership of Mark Bogart, DIA's acquisition executive and senior procurement executive (SPE), DIA's Government Purchase Card (GPC) Program has continued to expand support beyond the IC and National Capital Region (NCR) to other areas around world, even such remote places as the Fiji islands. In addition, DIA's GPC Program recently expanded their support to the newly integrated combatant commands.

When one of the combatant commands was faced with the overwhelming challenge of responding to demands to support Haiti following the devastating earthquake Jan. 12, the solution was to utilize the responsive purchasing power of DIA's GPC.

Using the GPC, U.S. Southern Command (SOUTHCOM) had a fast, efficient way to acquire supplies and services needed to support DIA's Haiti humanitarian efforts. The GPC was used for the timely acquisition of 3D aerial and land imaging, graphics support and supplies essential for leadership to assist engineers surveying the destruction to the area's roads and facilities. Providing current images of the damage allowed them to find alternate routes and recovery sites needed to get emergency relief efforts established in remote areas.

Photo by Jim Garamone, DOD
A sailor carries a Haitian boy off a helicopter at Terminal Varreux, Haiti, Jan. 23, as the boy's mother follows behind them.

"The GPC allowed rapid acquisition of supplies for our troops to go to Haiti," the SOUTHCOM GPC holder said. "In a crisis like this, rapid decisions and actions are required, which the GPC provided."

For more information about how to acquire and use a GPC and how it can support your office mission needs, visit the GPC website on JWICS at http://ae.dia.ic.gov/gpc1.html. To contact a GPC Program team member, click on the contacts tab on the website.

CIVFAS ENHANCES Intelligence Tradecraft

By Jennifer M. Redding, CP

The civilian foreign area service program will enhance intelligence tradecraft across the defense intelligence enterprise.

DIA is tasked with establishing a civilian foreign area service (CIVFAS) program to support the defense intelligence enterprise in operations and analysis. While it will be modeled after the military's foreign area officer program, CIVFAS will focus more on the intelligence tradecraft than traditional diplomacy, meeting the need for global foreign area expertise.

In the January intelligence report published by MG Michael Flynn, the director of intellignce for U.S. Forces — Afghanstan, he raised concerns of limited cultural linguistic expertise in the field. As the CIVFAS program builds, the intent is to create a group of regional experts selected and developed to meet global foreign area expertise needs. They will be assigned to key positions within the defense intelligence enterprise.

To meet intelligence requirements for the next strategic or tactical shift, Mark Neighbors, CIVFAS program manager, said, "We need to be able to look downrange, develop this expertise and make it available before the next crisis."

The vision for CIVFAS is to create a cadre of trained and experienced career intelligence professionals who possess advanced foreign language proficiency, in-depth country or regional knowledge, and critical thinking skills that enable meeting national security objectives. This represents a strategic solution to the defense intelligence enterprise demand for personnel with cultural knowledge and language proficiency for all regions of the world.

The program was conceptualized in the wake of the 2006 Department of Defense (DOD) Quadrennial Defense Review, which directed DOD to make significant improvements in language skills, foreign area knowledge and cultural understanding. The concept and requirements for CIVFAS are reinforced in U.S. national and defense strategies that link linguistic proficiency and regional expertise to national security.

The expected outcome of this effort is a progressive and sustainable program beginning in fiscal year (FY) 2011 that creates a cadre of civilian intelligence employees selected, trained, educated and managed to meet the enterprise's foreign and regional area expertise needs worldwide. Through assignments as regional desk officers at combat support agencies, regional analysts or liaison officers at combatant commands, and defense intelligence officers, these experts will provide timely, accurate and actionable information to defense and national decision-makers.

"It's the downrange and overseas experience where you're embedded in the foreign countries that is the most important," Neighbors said. "That's how you best learn and keep up with the cultural changes."

Experts in the CIVFAS program will retain their skill level and knowledge through developmental assignments, planned language and foreign area knowledge enhancement, and will be monitored by a dedicated program office that spans the defense intelligence enterprise.

Neighbors said, "Once we make the selection and have the initial cadre of people, whether they're new-build candidates under instruction or members directly designated and 'grandfathered' in, we'll manage them collectively through partnerships with their parent organizations in order to track, sustain and enhance the qualifications of each person in CIVFAS." The program office will maintain records of country experience, language classes, graduate degrees and any related instruction.

> "The expected outcome of this effort is a progressive and sustainable program beginning in fiscal year 2011 that creates a cadre of civilian intelligence employees selected, trained, educated and managed to meet the enterprise's foreign and regional area expertise needs worldwide."

The CIVFAS program is anticipated to start building from a group of 10 candidates for up to 36 months of training in FY 2011 and grow to approximately 30 experts in FY 2014 and beyond. The program will soon be soliciting nominations for individuals to apply for the program as endorsed by their parent organization within the defense intelligence enterprise.

Post of the Month: U.S. Defense Attaché Office SANTIAGO

By the Directorate for Human Intelligence, DH

Post Highlights

A magnitude 8.8 earthquake lasting more than 90 seconds rocked South Central Chile Feb. 27 at 3:34 a.m. local time. With an epicenter approximately 220 miles from the capital of Santiago and 70 miles from Chile's second largest city Concepción, the earthquake was felt throughout six of Chile's 15 regions in an area comprising nearly 80 percent of the country's population. Approximately 45 minutes after the initial earthquake, the first of three consecutive tsunamis hit coastal towns, among which Concepción/Talcahuano suffered the greatest damage. The second earthquake, the largest measuring over 40 feet in amplitude, struck Talcahuano in the Biobío region of Chile. The damage associated with the earthquake and tsunami resulted in President Michelle Bachelet declaring a state of emergency. According to the U.S. Agency for International Development (USAID), 507 deaths were confirmed, and the number is still climbing. Within the 30 days after this catastrophic event, the U.S. government (through USAID, the Department of Defense and other agencies) had provided more than $13 million in humanitarian assistance to the people of Chile.

BOLIVIA
CHILE
PARAGUAY
ARGENTINA
URUGUAY
SANTIAGO

Seismologists estimate that the earthquake was so powerful that it may have shortened the length of the day by 1.26 microseconds and moved the Earth's axis by eight centimeters. It also moved the entire city of Concepción 10 feet and Santiago almost 10 inches west.

Despite the initial earthquake and more than 200 aftershocks, life goes on in Chile. The inauguration of Sebastián Piñera as president took place in Valparaíso March 11, and the ceremony was rattled by two significant tremors, one rating a magnitude of 6.8. Chile's International Air and Space Fair (FIDAE), the largest air and space show in Latin America, continued as planned with a change in name only to FIDAE of Solidarity, to represent the strength, resolve and resilience of the country. Chileans continue with their day-to-day lives, demonstrating to the world that they are part of a strong and unified country; courageous in the face of their greatest challenge since the restoration of democracy in 1988.

Host Country Highlights

The Republic of Chile, a South American country nearly 2,900 miles long and 100 miles wide, occupies a lengthy, narrow coastal strip between the Andes Mountains to the east and the Pacific Ocean to the west. It shares borders with Peru, Bolivia and Argentina. Chile also claims more than 482,000 square miles of Antarctica. Chile's population of about 17 million inhabitants ranks 60th in the world.

Currently Chile is one of South America's most stable and prosperous nations. It is a leader among Latin American nations with high scores in many indicators, such as competiveness, quality of life, political stability, globalization and economic freedom.

Tsunami damage in Talcahuano.

Additionally, corruption is perceived as low, and Chile enjoys comparatively low poverty rates. Chile's government adheres to largely free-market economic policies with more than 55 Free Trade Agreements with other countries, such as the U.S., including low and uniform tariffs and an openness to foreign investment. As a result of these policies, Chile has enjoyed more than a decade of significant real economic growth and relatively low inflation. Chile's positive trade profile is a result of exports of copper, forestry and wood products, fresh fruit and processed food, fishmeal and seafood, and, of course, Chile's exquisite wine (Chile is the world's fifth largest exporter of wine). It remains to be seen how much the economy will be damaged by the earthquake.

Operational Highlights

In what was already going to be a busy month with visits by Secretary of State Hillary Clinton and National Security Advisor and retired Gen James Jones, the inauguration of a new Chilean president, arrival of the USS Carl Vinson (CVN-70), the air and space fair FIDAE 2010 and subsequent events associated with the Feb. 27 earthquake made life even more busy and exciting. Within hours of the earthquake, the country team was organized, energized and working toward accomplishing the ambassador's top three priorities to assist embassy employees, U.S. citizens in Chile and the government and people of Chile. The U.S. Defense Attache Office (USDAO) and U.S. military group team (which came to be known as Team Santiago), under the leadership of Senior Defense Official (SDO) and Defense Attaché CAPT Rich Goodwyn, took the lead on coordinating Department of Defense (DOD) humanitarian operations. Using their well developed network of contacts, they provided the country team with critical information on Chilean recovery efforts and capabilities. These operations began with the arrival of USDAO Buenos Aries' C-12 aircraft, which brought much needed satellite phones requested by the Chilean government and provided key lift capability to the embassy's relief efforts.

Within a week, two U.S. Air Force (USAF) C-130 aircraft and crews arrived and joined the Chilean Air Force (FACH) in establishing an air bridge between Santiago and Concepción since many roads and bridges were damaged. In addition, U.S. Southern Command (SOUTHCOM) provided a command and control unit to support the SDO and embassy team. Part of the follow-on aid package consisted of three USAF C-17 aircraft carrying an expeditionary medical support unit (EMEDS) and 83 military doctors, nurses and support personnel. The EMEDS deployed to the city of Angol and provided acute and primary care to a population of 3,000 to 5,000 people.

Location: Santiago, Chile

Population Size: 16,746,491

Primary Language: Spanish

Basic Greeting: ¿Hola compadre, como estai Pó? Hello dear friend, how are you? (Typical Chilean slang)

Navy Attaché CDR Vince Saporito, was the first U.S. military member on the ground to conduct an initial assessment of the Talcahuano Naval Base, leading the way for SOUTHCOM's Navy assessment team to come down and conduct a thorough analysis of damage to the base directly affected by the tsunami. The tsunami destroyed much of the naval base infrastructure, significantly damaged the country's only naval shipyard, and ruined more than 100 fishing coves and an estimated 1,000 fishing boats along the coast.

While the earthquake and the subsequent humanitarian assistance/disaster relief efforts were the primary focus for Team Santiago, some other events were taking place at the same time in Chile that needed attention as well. The USS Carl Vinson Strike Group (consisting of CVN-70, Carrier Strike Group One, Carrier Air Wing Seventeen, the cruiser USS Bunker Hill, and Destroyer Squadron One) were passing through the Strait of Magellan and Chilean waters en route to San Diego as part of a homeport change. While this transit had been months in the making, between

Photos provided by DH

Secretary of State Hillary Clinton visited USDAO Santiago in the spring.

March 14-24, Team Santiago coordinated one port call, exercises and multiple distinguished visitor events, to include F/A-18 orientation flights for Chilean Navy Director of Operations VADM Francisco Guzman and Commander of the 1st Air Brigade BG Cesar Mac-Namara.

The incredible month culminated with FIDAE 2010. This event gathered businessmen, delegates, and public and private entities from defense and civil aviation throughout the world in the largest air and space show in Latin America. While the earthquake provided some significant challenges in the planning and execution of this enormous exhibition, the only visible change was when the government of Chile and FACH changed the name to FIDAE of Solidarity 2010 and pledged to contribute all the admission fees to the relief efforts.

USAF sent nine aircraft to participate in FIDAE, to include C-17s, C-130s, KC-10s and two F-22 Raptors. This was only the third time the Raptor had participated in an air show outside of the U.S and is testament to the strong bond between not only the air forces, but between countries as well. Even support aircraft got involved by transporting relief supplies to Chile from the United States. Seven DOD distinguished visitors attended FIDAE with USDAO Santiago heavily involved in every one of them. These visits included the visit of the deputy undersecretary of the Air Force for International Affairs, who represented the chief of staff of the Air Force at the Chilean Air Force 80th Anniversary Celebration March 18-22, as well as at FIDAE. USDAO Santiago also headed up the efforts of numerous other reporting activities that came to observe this multinational event.

USDAO Santiago's mission effectiveness following the earthquake was truly spectacular. The entire USDAO staff possesses a sense of accomplishment that comes from knowing they made a difference. Their efforts are indicative of the integrity, dedication and devotion to duty of these DIA professionals.

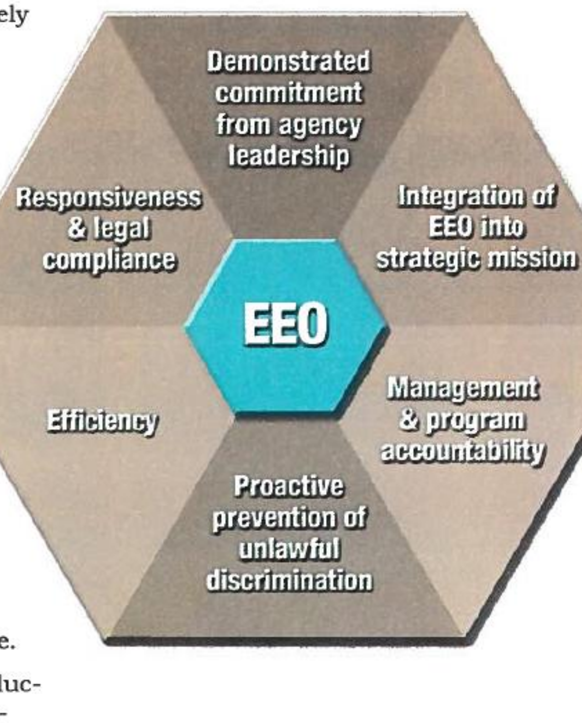
DIA's Diverse Enterprise
Working Toward a MODEL WORKPLACE

By Mika J. Cross, EO

DIA aims for a more diverse, optimal workplace through assessments and customized action plans.

One of the biggest ways that DIA's Equal Opportunity and Diversity Office (EO) is working to achieve its goal of reaching "Model Workplace" status by 2013 — according to the Equal Employment Opportunity Commission's (EEOC's) standards and Management Directive 715 (MD-715) requirements — is through its portfolio of consultation services. The EEOC's Model Agency report is a mandatory requirement for all federal agencies to complete on an annual basis and serves as the vehicle for defining DIA's strategic plan for diversity. A new component of the MD-715 is the requirement to perform barrier analysis that will provide the data to help guide action planning for overcoming barriers that can inhibit equality in opportunity throughout the entire employment lifecycle. Barriers can affect equity in the recruitment and hiring processes, professional development, training, promotions and awards. Barriers are typically considered policies, practices or procedures that can adversely affect the participation of any employee group in equality of employment opportunities. In order for DIA to achieve recognition as a model federal employer, we must accomplish and institutionalize the following objectives that will enable the agency to identify and reduce barriers across the enterprise.

- Complete and analyze an agency self-assessment checklist.
- Develop improvement plans for areas of noncompliance.
- Assess demographic profile.
- Create action plans for reducing real and perceived barriers to equality in employment opportunity.


Demonstrated commitment from agency leadership
Responsiveness & legal compliance
Integration of EEO into strategic mission
EEO
Efficiency
Management & program accountability
Proactive prevention of unlawful discrimination

- Design program initiatives for persons with targeted disabilities.

EO consultants are partnering with senior leaders from across the agency to help look at the results of the agency's MD-715 report and analyze its significance by offering customized, organizational climate assessments. Assessments help drill down to how specific organizations are doing with regard to diversity and the impact on the workplace environment. These assessments use a myriad of tools such as surveys, interviews and review of human resource procedures to help identify areas of improvement for equal opportunity and diversity related initiatives.

The responsibility for achieving Model Workplace status is shared among DIA leadership and employees at all levels. By partnering to achieve the six essential elements that comprise a Model Workplace, DIA will continue to demonstrate its commitment to its work force. These elements embrace the value of diverse viewpoints; ensure that EO and diversity principles are embedded in strategic planning efforts; uphold management accountability for embodying the values of EO and diversity; maintain fairness and equity in policies, practices and outcomes; foster an environment of open communication where issues are promptly and fairly resolved; and offer access to a fair and communicative reasonable accommodation processes.

A Model Workplace is about reaching Goal 8 of DIA's Strategic Plan, "To Achieve the Optimal Workplace Environment." It is also about enabling employees to reach their maximum potential by focusing on mission needs while emphasizing respect and value for diverse perspectives in a work environment free from all forms of illegal discrimination and harassment.

In the coming year, EO consultants will continue to deliver customized action plans for achieving DIA's goal of becoming a Model Workplace. Through an expanded EO education portfolio, disability program outreach, and customized consultations and workplace assessments, DIA continues to demonstrate its commitment toward upholding the principles of equality of opportunity, diversity and the creation of an optimal work environment. For more information about DIA's Model Workplace Program or to request a customized organizational assessment, contact EO at (202) 231-8178 or visit us at the DIAC Expansion S690.

Assessments identify key climate factors relating to perceptions about equal opportunity behavior. These factors include:

- Sexual harassment and sex discrimination
- Differential command behavior
- Positive equal opportunity behaviors
- Racist behaviors
- Age discrimination
- Religious discrimination
- Disability discrimination
- Organizational commitment
- Trust in the organization
- Work group effectiveness
- Workgroup cohesion
- Leadership cohesion
- Job satisfaction

DS Reinvention Back Office Alignment INITIATIVE

By Nick LaPietra, DS, and Linh T. Lam, FE

The back office alignment initiative underway at DIA will enhance business-system transformation and compliance at DIA.

You may have heard the term back office alignment (BOA) used throughout the agency regarding business solutions. In short, BOA is a concept to modernize, consolidate and incorporate business systems to transform the business architecture into an integrated "system of systems." The BOA initiative seeks to gain efficiency, responsiveness and accuracy in order to produce successful financial audits.

The current BOA initiatives at DIA are focusing on systems that directly or significantly affect financial auditability, as well as systems that support acquisition, human capital, security, education, administration, logistics, and supply chain and asset management.

BOA has been a DIA goal for several years. The first use of the term at DIA was in 2007 when the Financial Systems for CFO Act Compliance Office (FE-4) was established. FE-4, with the assistance of the Directorate for Information Management and Chief Information Officer (DS), took the lead in analyzing the agency's business systems and providing a notional end state.

The effort was in response to the National Security Agency's (NSA's) migration to a new financial and accounting system called the Financial Account Corporate Tracking System (FACTS) from the ROSEDUST legacy system. Since NSA is DIA's financial service provider, their efforts resulted in DIA's migration to the FACTS system as well. DIA's Business Systems Architecture vision provided a framework for the various teams working toward BOA to modernize the agency's business architecture.

Throughout this effort, FE-4 was supported by the functional stakeholders and DS project managers. Increased emphasis on business-system

modernization and transformation within the intelligence community (IC) and federal government communities lead to the chief information officer (CIO) and chief financial executive endorsing a concept of business transformation — BAO. DIA's deputy director and chief of staff provide support and oversight to this initiative.

To date, DIA has established the Back Office Alignment Steering Committee (BOA SC) to manage the planning, programming and budgeting of back office enterprise solutions; the Business Information Technology Modernization Auditability Program (BITMAP); a program line for business transformation and compliance initiatives; and the DS Back Office Alignment Reinvention Initiative.

In addition, DS and the Office of the Chief Financial Executive (FE) have become active participants in the IC's business transformation efforts led by the Office of the Director of National Intelligence (ODNI) Business Transformation Office (BTO). BTO has strengthened the emphasis on enterprise architecture, reduction of business solution redundancies and shared service providers in the IC.

In recognition of this increased emphasis on BOA and business-system transformation, BOA was one of DS's reinvention initiatives in 2009. These reinvention initiatives support the CIO's objectives for increasing customer satisfaction and meeting agency mission requirements.

> "BOA IS A CONCEPT TO MODERNIZE, CONSOLIDATE AND INCORPORATE BUSINESS SYSTEMS TO TRANSFORM THE BUSINESS ARCHITECTURE INTO AN INTEGRATED "SYSTEM OF SYSTEMS."

The DS BOA initiative team and FE-4 support and work with a group of internal and external stakeholders. This group includes internal DIA offices that support core financials, acquisitions, human capital, and supply chain and asset management. External stakeholders include congressional committees, the Office of Management and Budget, the DOD Business Transformation Agency, the ODNI BTO and NSA.

There are several initiatives underway that will positively affect every member of DIA and move the agency toward its goals of business system alignment, modernization, transformation and auditability. Some of these initiatives include defining a BOA strategic plan that is aligned with the National Intelligence Strategy and DIA strategic plan, developing a road map for business-system transformation and modernization in support of compliance and auditability, creating a DIA BITMAP Program Management Office, and implementing the Defense Travel System.

To support DIA's objectives of achieving compliance, providing effective and efficient systems, and maximizing information technology investments, the CIO identified BOA as a key focus area. The BOA reinvention initiative team is focused on business system transformation and compliance, which will result in a more integrated, efficient, effective and accurate business environment at DIA.

OFFICE OF THE DIRECTOR
OF NATIONAL INTELLIGENCE
GALILEO AWARDS
2010

Open to all current IC officers. The top papers (up to three) exploring innovative ideas to help drive the future of U.S. intelligence each receive a $10,000 award and the opportunity to present their ideas to IC leadership.

Original, unclassified papers (5,000 word max) must be submitted by Sept. 17 and will be judged by a panel of IC experts.

For more information and to submit papers, go to www.dni.ic.gov/galileoawards.

Interview with Robert CARDILLO Deputy Director of DIA

By the Communiqué Staff, CP

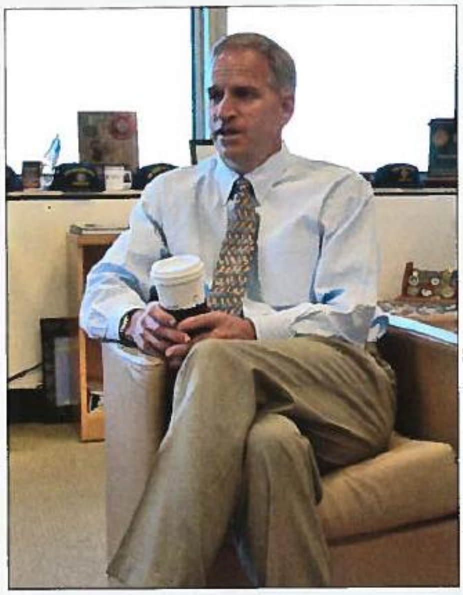


Photo by Margan C. Kerwin, CP

The Communiqué staff sat down with DIA's new deputy director and the former deputy director for analysis (DI), Robert Cardillo, to talk about his time in DI, the analytic cultural change over the past four years, and his impending transition to his new role as the deputy director of DIA.

Cardillo served as the deputy director for analysis from 2006 to July 2010. In this role, he directed the analytical effort of about 4,000 analysts. He began his career in DIA as an imagery analyst in 1983 and has held a variety of leadership positions within the intelligence community, including serving as the first civilian acting director for intelligence (J2) in support of the Joint Chiefs of Staff in the summer of 2009.

COMMUNIQUÉ: *You have recently been appointed as the next deputy director of DIA. Looking back at your time in DI, what are you most proud of?*

MR. CARDILLO: In short, I am most proud of the people that make up DI. DI is in a better place in how we face and engage the customer, and how we interact with one another. All of those things go together. When the Communiqué interviewed me two years ago, I talked about the efforts to break down barriers and collaborate more. Part of that really was about being quite proud of your individual contribution and being equally dedicated to connecting that contribution to the person, topic or country to the left, right, in front of and behind you. I feel really good now, four years as deputy director for DI, that people seem to lead with a hand outreached, vice the "hey, this is my area, you can't write on this." I know it will take time, but like I said, we've taken on the collaborative spirit culturally, which is the hardest to change.

I think the analytic environment is pretty healthy right now in DI; it's a safe place to challenge one another, and it's done constructively and not as a "gotcha" game. The leadership team (which isn't just me and the senior executives; it's all the way down to first-line supervisors and first-line senior intelligence analysts) recognizes the importance of working coherently and providing a fully developed analytic position to our customers.

DI is so broad and it covers so much literal ground geographically and analytically that it can be amorphous. It can be hard to get your head around what this organization is. After I had my fire hose introduction to DI, one of the things I felt like we needed was more coherence. I appreciate all of the individual pieces of DI whether they do medical intelligence or underground or counterterrorism or Iran; I felt like DI lacked some unity of thought, and we probably looked that way to some of our customers. I spent a good deal of time talking to senior leadership in DI about that issue, and we decided that one solution would be in DI branding. DI made great efforts to brand a new product line of intelligence documents to be streamlined and simpler. We worked to brand the entire directorate with a uniform logo, colors and image. For example, upon arrival at Gateway new DI employees receive a welcome pack with brochures and our lanyard — all of which helps foster a sense of unity of mission, of purpose and of identity.

So I think the analytic vibe is good.

COMMUNIQUÉ: *What do you wish you had some more time to work on?*

MR. CARDILLO: First, I started my personal involvement in our quality too late; it really only started about a year ago. Obviously I was interested in, cared about and spoke to the quality of our output, but I didn't personally get involved in it until I had the J2 experience last summer.

There are two things I am trying to do by directly engaging with analysts in the quality of our products. First, again, from my J2 experience, I got a great deal of personal satisfaction out of engaging with analysts daily, but I also was able to be a consumer of DI products. Being on the receiving end of our products gave me another perspective on our output. All the work was going on, and it was good work, and I'd see the products of course, but working directly with analysts would be too episodic. When I came back to DI, I started to review our analysis production. I began to edit purposefully in a post-production way, after our Daily Intelligence Digest (DID) was produced and on the street. These edits and my comments are available online so the entire directorate can see where I think analysis should be going. Although I do pick on words once in a while, it isn't meant to be an English drill or an analytic tradecraft drill; it's more like, "you really hit the mark here, good call," or "really crisply written." That's on the bright side. Other times they're

very hard to read. This is supposed to be our flagship product; it should be our executive summary. You should be able to pick it up and read that paragraph knowing nothing about that particular country and understand why it's being written and why it matters to you.

Secondly, I want to encourage the dialogue about our quality, and I want to model the behavior that I wish to see in my leaders. It goes back to our analytic environment. I want this place to be one in which peers can engage one another and it isn't seen as an attack; it is seen as help. I tell analysts now in their intro class, if you're writing papers and you're not getting feedback, that's when you should worry. That's when you should wonder, who's reading my paper? Who's doing something with this?

So, I guess for almost a year now I've been pushing really hard on interacting with the quality of our output and as I said, I enjoy it. I suspect if I was able to rewind the clock, I would have started it earlier.

COMMUNIQUÉ: *You've already mentioned your May 2008 Communiqué interview where you focused on collaboration both inside and outside of DIA. You say you think it's gone well; can you give a few examples?*

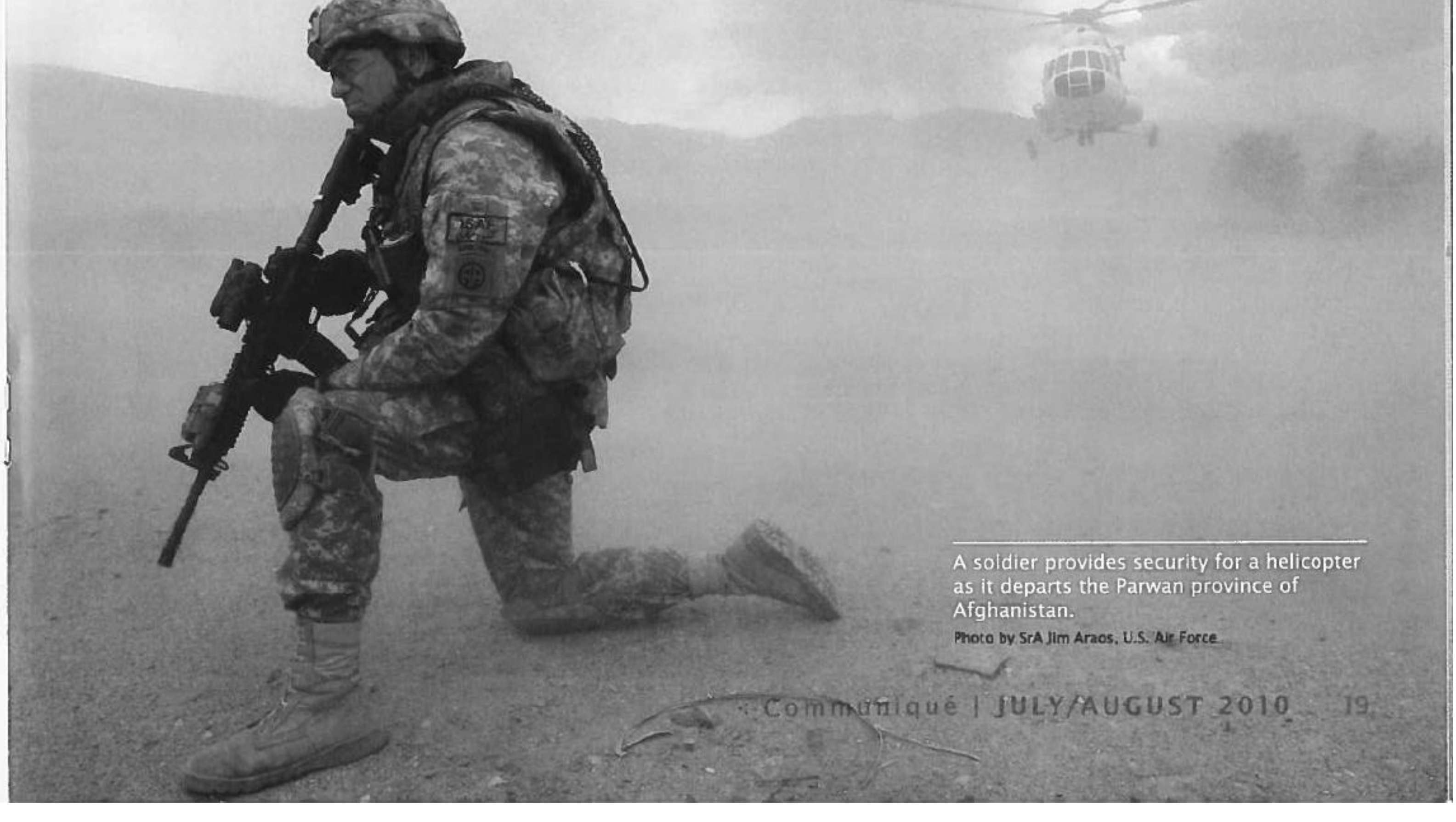
MR. CARDILLO: In the intelligence business you can choose to align and organize one of two ways. You can either do it regionally or functionally. I felt that if our organization was a pendulum, we swung very far to the functional side with little regional focus. There are purposes for every functional expertise that we have, whether it's terrorism or chemical weapons. But that expertise needs context; absent a place, a country or an actor, it's difficult to appreciate or take on the meaning of a particular functional capability.

> **"Defense intelligence in DIA is the backbone of their efforts, and they couldn't do their operations without it."**

I did two major things to address that. First, I reorganized to stand-up three regional offices within DI. Second, I re-established the defense intelligence officer (DIO) position along regional lines, so we now have seven DIOs in parallel to the National Intelligence Council structure. I think these things have given us a forum in which collaboration has been facilitated.

Not only have I encouraged leadership, but the leadership team encourages collaborative engagement, as well as the attitude and approach that we want to instill. Those two changes have driven analysts, wherever they sit, to take whatever that individual functional expertise is and put it into context.

Like most things in our business, we really shine in crises. I think this is because people have less time to think about what the organizational equities are, or some CONOPS that we wrote somewhere — whether it's a political crisis or forces engaged, when push comes to shove, people drop those bureaucratic behaviors and just get the job done. When I walked in the door with the Hezbollah-Israeli engagement in the summer of 2006, something I can claim no credit for, people did the right thing; they dropped those office equities and just combined to provide the J2, the chairman, the secretary of defense and ultimately



A soldier provides security for a helicopter as it departs the Parwan province of Afghanistan.

Photo by SrA Jim Araos, U.S. Air Force

A medic with the Khost Provincial Reconstruction Team secures a landing zone for a UH-60 Black Hawk helicopter during an air assault extraction in Spera, Afghanistan.

Photo by SSgt Stephen J. Otero, U.S. Air Force

the president with great situational awareness and assessments of what was going on and the engagements in Lebanon. Since that time, we've had more opportunities to succeed and excel. Another example is the Chinese anti-satellite weapons test in 2007. This was a real challenge to the enterprises' cooperation, and I won't pretend that it was seamless — we had issues along the way — but we've learned a great deal through that experience, and we're better postured than we ever have been before.

I also want to give some credit to the Office of the Director of National Intelligence (ODNI). Two things changed while I was here. First was the installation of analytic tradecraft standards; they've been issued and we're all required to adhere to them. I think that's been very beneficial to my work force as well as the community, and part of that is the collaborative engagement with colleagues throughout the community. The DNI also put out guidance with respect to information sharing. It's difficult to collaborate when you can't share the source of intelligence that you might have, and so once Intelligence Community Directive (ICD) 501 came out, it physically dropped some barriers that existed before. Some of the barriers were real and some were just excuses. ICD 501 has made a huge difference in taking away those inhibitors, whether they were real or in people's minds.

COMMUNIQUÉ: *You've already talked a little bit about your experience as the J2 last summer. Upon your return to DI, did you change anything within DI?*

MR. CARDILLO: I've mentioned the behavior I took on when I came back. I think the other take away for me is related to what I've already discussed. I've never been an actor, but the analogy I would use is that what we do at DIA is like making a movie. You can do rehearsals, walk throughs and multiple takes. You can find the best takes, make edits and then you get a great movie. But it's theater over in the J2. It's done live and you're on stage, but you only get one shot. It's not always fair, but it is what it is. You have a bad night writing your report or you flub a line or prop falls over — that's it. The feedback is immediate, and you don't get do overs. It's like, nope, that assessment didn't work, you're out, and boom! It's on to the next one. So that experience was quite valuable.

Now, we make movies for a reason. We have many customers that have long-term issues, and you really need to think through the assessment or study that you're writing. But a good deal of our work is live theater and there is definitely an art to it.

I don't know where I'm stealing this line from, but somebody says, "Hey, go write me a paper on the Iranian nuclear weapons program." The analyst turns in a 15 page paper and says, "I didn't have enough time to write the one pager." It's true, it's very hard to write the one pager. It seems counterintuitive, but it's easier to keep plugging in information. But what if I tell you that you only have a single page or one paragraph, or five minutes, or 30 seconds? It's hard, and even though I grew up in the analytic environment, I'd also gotten away from it. From my J2 experience, I took away the importance of that immediacy, the importance of being able to communicate quickly and effectively.

I think we're doing very, very well in fulfilling tradecraft standards, but we need to have more emphasis on communication, whether it's this Communiqué interview or a briefing or writing effectively. Getting you as the expert to quickly turn all of the information you know into a "so what" as a general or a secretary is heading into a policy meeting is much more difficult.

COMMUNIQUÉ: *With the increase in analytic requirements in the past year, how has the increase in deployments affected not only the DI work force, but DIA as a whole?*

MR. CARDILLO: It's been hard. I struggled with the recent need to

Robert Cardillo began his career at DIA as a GS-7 imagery analyst in 1983. This photo is from a 1984 NATO Electronic Warfare School in Bavaria on countering Soviet electronic warfare. Cardillo is in the center of the photo.

Photo by SGT Russell Gilchrest, U.S. Army

A soldier, left, and an interpreter speak with an Afghan man in the village of Ibrahimkhel in the Nerkh district of the Wardak province of Afghanistan.

direct deployments. I sent deployment letters out to 42 individuals roughly two months ago because I was falling short in our obligations in Iraq and Afghanistan. After having pretty much exhausted all of the other encouragements, incentives and education benefits — everything we could do to try to get people to volunteer for these positions — I was still having gaps, and that gap was not acceptable given the importance of the job. Once I was convinced that we'd done everything else that we could and the process that we put into place was as fair as could be, it was still a hard decision, but I felt confident that we were doing the right thing. I think it's probably too early to tell what the impact will be.

DI had been in a volunteer mode since 2003, and now the stress, strain and repetition of deployments is catching up with us. While we're scaling down a little bit in Iraq, we're going up and staying at a pretty high level in Afghanistan. I suspect that we'll be in this mode for some time.

I was just in Iraq two weeks ago and met somebody on their seventh deployment to either Iraq or Afghanistan; four were for the Army, but he's on his third for DIA. That's seven deployments in nine years — that's a lot. I can appreciate people who have done one or two or three deployments going, hey, I've put my time in. By my policy, before directing someone to deploy again it's a two year gap to give you time to train and recover between deployments, but the stress and strain is still there. It's hard on families and it's hard personally.

COMMUNIQUÉ: *If you could say one thing to someone who just received the notice that they're involuntarily being deployed, what would you tell them?*

MR. CARDILLO: There is all kinds of help, whether it's on the actual deployment process, or people around here with deployment experience if you've never been. The deployment process is pretty scary, I can appreciate it. You question going into a war zone. You're scheduled for weapons training and wonder why you need a weapon. Then you ask yourself, "what is going to happen to me?"

You read in the newspaper about attacks and indirect fire. I would never diminish that; it is a war zone and all of this is real. But there are lots of people around that have been through a deployment and actually thrived in it. I think it takes a certain mentality.

We are also trying to make reasonable accommodations. If you've got some life event, a child's graduation or a baby being born, we do have some choice in the matter. If you can't go in July because it would really be a big impact, we'll try to make it September or October.

I would also say that you will benefit professionally from this assignment. Now, don't get me wrong — it's like telling an analyst here you're going to be briefing the president every morning. Occasionally you will do grunt work, but you'll also get to be in the briefing with GEN Odierno, the four-star making decisions. You'll create bonds, friendships and professional relationships that you'll keep forever. Whether I'm traveling into the country or back here just walking around, I'm introduced to people and I hear, oh yeah, we were in the ISG together back in '04 — remember that crazy captain that made us all do push ups in the morning? Wasn't that fun? Of course, it wasn't fun at the time...

Photo provided by Robert T. Cardillo

I envy this opportunity the work force has today. I can never get the fundamental experience that today's analysts are getting with these deployments. I appreciate that it's hard and it disturbs patterns of life and you're away from friends and family. I hear that from the analysts over there — they tend to love the work and the teams they're on, but they miss the camaraderie or their family here. With that said, what a great opportunity to experience what our mission really is there, providing operational support to the warfighter. This experience will pay great dividends over the course of their careers.

Every time I interact with a senior intelligence officer like I just did with the J2 in Iraq, even GEN Odierno, they tell me the same: defense intelligence in DIA is the backbone of their efforts, and they couldn't do their operations without it.

So initially, I would be empathetic and I would try to help them through all of those personal issues, but then I would try to get them excited about the up side.

COMMUNIQUÉ: *Has MG Flynn changed the way analysts are used in theater the way he envisioned in his paper "Fixing Intel: A Blueprint for Making Intelligence Relevant in Afghanistan"?*

MR. CARDILLO: He has, and, to be fair, he was doing it before the paper came out. Earlier I talked about the choice between functional and regional; in his paper, MG Flynn was talking about the emphasis between hostile forces, meaning the insurgency, the people that are shooting at us or planting IEDs, versus understanding the people that we're there to protect and assist. His point is that we were too invested in enemy intel. You need more analytic effort on local infrastructure and governance and Afghan personalities and engagement strategy? Great, we got it. But again, just like in the other cases, it's about balance. You can't ignore the adversary, you have to realign resources, and we've done that.

MG Flynn set up these strategic operational information centers, and we provide analysts to these centers to do non-traditional assessments. I was just reading the deployed forward element chief's biweekly update from Afghanistan, and he said all of our analysts for these centers have been shifted to Kandahar because of the counterinsurgency strategy. We now have more analysts in Kandahar then we do in Kabul. Two years ago, I had only a handful of analysts in Kandahar. So, yes, we've gotten MG Flynn's message and couldn't be more pleased to support it; I think it is going well.

A U.S. Army soldier conducts a patrol with a platoon of Afghan National Army soldiers in the village of Yawez, Wardak province, Afghanistan.

Photo by SGT Russell Gilchrest, U.S. Army

> "I want this place to be one in which peers can engage one another and it isn't seen as an attack; it is seen as help."

COMMUNIQUÉ: *Is there anything else you'd like to add?*

MR. CARDILLO: I take pride that I have been able to be a member of the diverse, dedicated and talented work force of DI. I've never had so much job satisfaction as being able to represent the DI analytic cadre.

I'm looking forward to serving as DIA's deputy director. There is a nice mixture of humility because I really do appreciate the daunting nature of the job, but I'm also excited. It's a great team, and I'm happy to be on it — I have no illusion of single-handedly doing anything. I feel very comfortable leaning on the experts and leads, and just kind of orchestrating, making sure all the instruments are in harmony. That said, I'm also quite proud of being a member of the DIA family. As the next deputy director, I will look for opportunities to synchronize our efforts.

Editor's note: Want more? Stay tuned to the InterComm as Mr. Cardillo assumes his role as the next deputy director of DIA.

Creating AFPAK Regional Experts

By Francine D. Martin and Roberta Mesa, HC

Training intelligence professionals to become regional experts on Afghanistan and Pakistan has intensified for the AFPAK Regional Expertise Training Program.

Since May 2009 DIA has been working to establish a networked organization across the intelligence community (IC) that is focused on addressing the rapidly expanding requirements to support the president's Afghanistan-Pakistan (AFPAK) strategy. With a shift in focus to the AFPAK area of operations and after nearly a decade of intense involvement in the region, the IC still needed to develop a larger pool of regional experts. A key task identified for this organization by the director of DIA and the commanders of U.S. Central Command (CENTCOM) and the International Security Assistance Force was to design a program that provided regional expertise training to intelligence professionals to better support the needs of the combatant commander.

With a primary focus on analysis, collection, counterintelligence and collection management personnel, the Afghanistan-Pakistan Regional Expertise Training Program was established in 2009 to provide training from journeyman up to master intelligence practitioners. Over time and by agreement of the DIA director and the director of the Intelligence, Surveillance and Reconnaissance Task Force, the program has expanded to include all defense and IC personnel with interests in the AFPAK region, including military, government civilian employees and contractors with priority given to those deploying to the U.S. Forces-Afghanistan area of operations and personnel working as part of the AFPAK Task Force (APTF) in the Pentagon. The program offers a training curriculum designed to support the surge in personnel deployment focusing on Afghanistan and Pakistan, regardless of an individual's previous expertise. This training is used by Department of Defense combat support agencies, the IC, CENTCOM and service personnel, whether deployed or home-based. The program's curriculum can also provide deploying personnel with essential cultural awareness expertise tailored to their needs.

The program's foundation course provides a two-week overview of history, geography, culture, customs, politics, governance and economics of Afghanistan and Pakistan, as well as a basic understanding of counterinsurgency theory, insurgencies and significant military groups in the region. The course also provides a baseline of knowledge and historical perspective that previously could take participants years to develop.

Program instructors are recognized experts in the field with extensive operational experience. They draw upon academic experts, intelligence professionals, religious scholars, non-governmental organizations and journalists to provide well-rounded, relevant information and lessons learned to further a participant's understanding of the coursework. Courses incorporate learning tools such as role playing, discussions, debates and guest lecturers to help broaden the participants' perspective and increase their ability to use the new information.

The next level of training builds upon the knowledge of the foundation course, providing more in-depth information and perspective in the areas of governance and justice; social and economic development; military and security; and culture and customs to incorporate into their work. E-learning courses are also being developed to complement in-classroom learning. As of May 2010 the program has delivered more than 16 courses providing instruction to nearly 700 students — 285 in the National Capital Region, 107 at CENTCOM and more than 300 in deploying units.

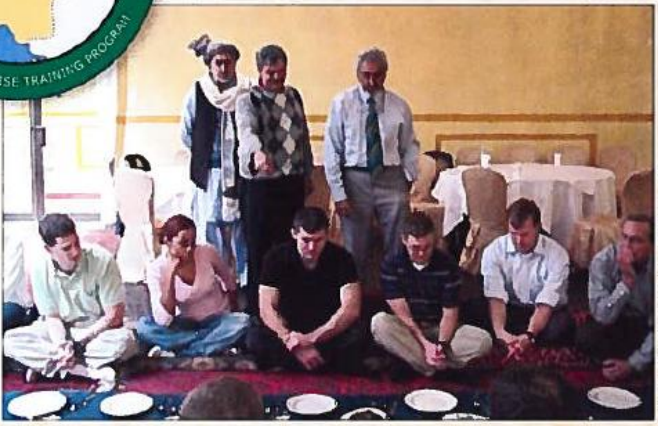


Photo by Kimberly A. Harless, HC

Program instructor Tor Achekzai (standing, on right) introduces a group of students to Afghan cuisine.

For more information on the courses, including syllabi and contacts, visit the program page on Intellipedia on NIPRNet at www.intelink.gov/wiki/Afghanistan-Pakistan_Foundation_Course. You can also contact AFPAK Regional Expertise Training Program Manager Dr. Jeffrey Anderson at jeffrwa@dni.gov or jeffrey.w.anderson@ugov.gov, and APTF Training Director Bruce Bennett at bruce.bennett@dia.mil.

The LONG MARCH to the Front

The Evolution of DIA's Support to the WARFIGHTER

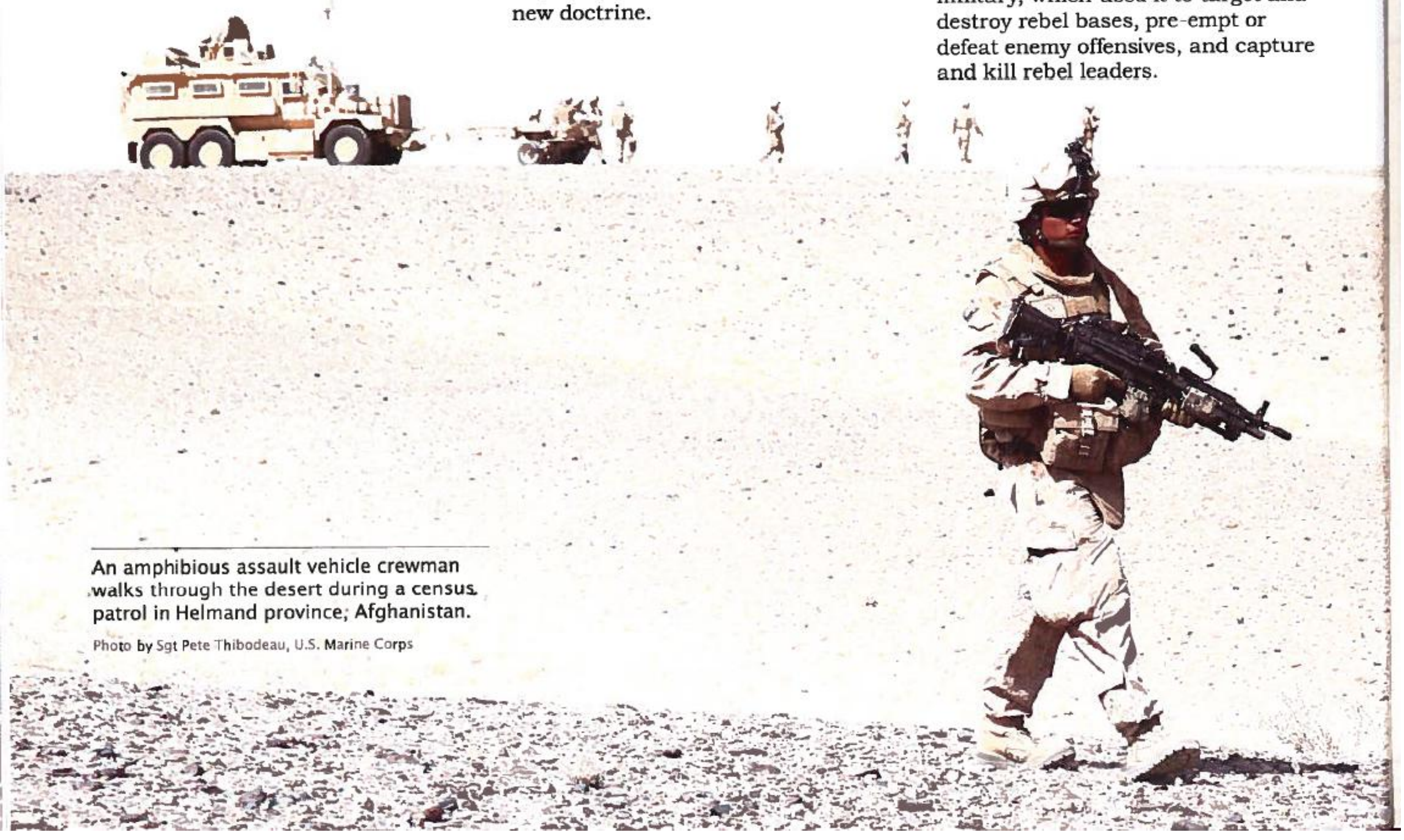
By Dr. Michael B. Petersen, DA

DIA's support to the warfighter began at its inception in 1961 and has continually evolved for almost 50 years.

DIA did not always provide tactical and operational intelligence support to U.S. combat forces. The two primary purposes behind DIA's establishment in 1961 were to draft unified military intelligence estimates of foreign military forces worldwide and to eliminate the redundancies in the military intelligence process. Most of the intelligence produced by the agency throughout its first two decades was either long-term, strategic intelligence or basic intelligence, such as enemy order of battle. There were some exceptions, such as intelligence support for planning the Son Tay prison camp raid in North Vietnam in 1970 and other limited anti-terrorism operations. For the most part though, the agency did not regularly provide tailored, tactical-level intelligence support to military operations.

This began to change in the early 1980s. A major impetus behind the shift was the military's adoption of AirLand Battle doctrine, which required theater- and division-level intelligence staffs to locate and track huge numbers of enemy troops behind the main battle front. This capability did not exist in-theater, however, and DIA Director LTG James Williams recognized that his agency, with its ability to task national collection assets and process and exploit the results, could fill this shortcoming. Over the next several years, DIA slowly and steadily developed the intelligence processes and communications infrastructure necessary to provide intelligence to support the new doctrine.

In 1983 U.S. Atlantic Command (USLANTCOM) called on DIA to supply intelligence support for the invasion of Grenada. Before and during hostilities, DIA tasked and managed collection assets, provided overhead photography and mensuration to combat forces, and prepared assessments of enemy troop strength and strong points. Communications between USLANTCOM, DIA and fighting forces on the ground proved to be a major stumbling block, however, and the lessons of this operation were a key to improving intelligence support over the long term. Also in 1983 the agency stood up the Central America Joint Intelligence Team (CAJIT) to support the Salvadoran government against communist rebels. CAJIT was the first national-level interagency intelligence fusion center, and for the next nine years, it supplied tactical and operational intelligence support to the U.S. Southern Command and the Salvadoran military, which used it to target and destroy rebel bases, pre-empt or defeat enemy offensives, and capture and kill rebel leaders.



An amphibious assault vehicle crewman walks through the desert during a census patrol in Helmand province, Afghanistan.

Photo by Sgt Pete Thibodeau, U.S. Marine Corps

In 1986 the Goldwater-Nichols Defense Reorganization Act designated DIA as a combat support agency, putting its tactical and operational intelligence planning under the direct review of the chairman of the Joint Chiefs of Staff and strengthening its ties to the combatant commands (COCOMs). As part of this support to the COCOMs, DIA established the Operational Intelligence Crisis Center (OICC), designed to provide quick-turnaround operational intelligence in crisis situations. The agency also established National Military Intelligence Support Teams, small teams with secure communications equipment that deployed with combat forces and provided a direct link to DIA's intelligence network. The agency also set up liaisons with the various COCOMs in order to improve its responsiveness to their needs.

These improvements proved highly effective in Operation Just Cause in 1989 during which DIA provided much of the intelligence needed by forces on the ground, including those hunting for Panamanian dictator Manuel Noriega.

In 1990 and 1991 Operation Desert Shield/Desert Storm allowed the agency to showcase its improved capabilities. It set up a joint intelligence center that coordinated national intelligence to combat forces, established a crisis support cell that provided tailored tactical intelligence around the clock, and deployed nearly 100 analysts along with 11 newly-coined National Intelligence Support Teams (NISTs) [For more on DIA's NISTs, see Page 33]. The agency's support to combat forces was hailed by then-Chairman of the Joint Chiefs of Staff Colin Powell. In the 1990s DIA continued to provide intelligence support to combat operations, deploying analysts and NISTs in support of operations in Somalia, Haiti and the Balkans.

After Sept. 11, 2001, DIA embarked on a long-term surge to support combat forces in the global war on terror. Currently it supports U.S. military operations by integrating collection and analysis in Washington D.C., with intelligence assets deployed around the world, including Afghanistan, Iraq and elsewhere. The agency's support to the warfighter has continually evolved over thirty years. This vital mission is now an integral part of the agency mission and continues to shape the agency today.

DX Tech Division SHARES INFO Across the IC

By Christina M. Carden, DX

Future technologies will make intelligence for today's battlefield more timely, accurate and relevant.

As any commander on the ground can attest, success and failure on today's battlefield relies heavily on the accuracy, relevancy and timeliness of intelligence. Imagine the platoon sergeant leading his troops into an unknown region of Afghanistan, unsure of what dangers lay ahead. What could be more helpful than a ground-level, 360-degree photograph capturing the upcoming roadways and terrain of the region before their boots even hit the ground? Systems like immersive video technology may enable commands to make successful scenarios a reality in the near future, and the robust programs of the Technology Division (D2X-3) of the Defense Counterintelligence and HUMINT Center (DCHC) is responsible for the coordination and development involved in the extraordinary leaps the Defense Department has made, and will continue to make, in its technical capabilities.

The Technology Division equips warfighters with much more than photographs, as it's charged by the undersecretary of defense intelligence to centrally manage the process of coordinating technologies in support of human intelligence (HUMINT) operations, to include information sharing technologies and systems across the intelligence community (IC). Stovepiped information systems throughout the IC pre-empted the tasking, a responsibility initially belonging to the former Defense HUMINT Management Office until the DCHC was stood up in 2008.

Photo by Cpl Albert F. Hunt, U.S. Marine Corps

A Marine, right, talks with British soldiers about clearing roads near Marjah, Afghanistan.

"If we're going to fight together, we need to be able to communicate and share data together," said D2X-3 Chief Rick Herrick, concerned with the level of information sharing the legacy systems have made possible in the past. "Commands and services started building their own technical systems to facilitate collection and information sharing ... what we found was a bunch of stovepiped systems that didn't share information."

In a three-phased approach to break down the information-sharing barriers in the counterintelligence (CI) and HUMINT community, internal systems have been identified and analyzed by the Technology Division in phase one. The team can then reduce the amount of overlapping applications and systems in phase two by identifying the "best in breed" of the systems employed, a step the division is currently initiating.

Ultimately the Technology Division aims to create a single system in phase three to serve as a vein for all information to flow, but the critical undertaking is not one the division claims to be tackling alone, as a strong partnership with the Directorate for Information Management and Chief Information Officer (DS) is invaluable to their progress and success. After the functional requirements are defined, DS then collaborates to build systems capable of riding on SIPRNet and JWICS ensuring they are accessible to CI and HUMINT collectors.

While the Technology Division and DS forge ahead on the information-sharing system development, there are many other projects underway. Some members of the IC have already encountered one or more of the major changes and improvements, such as the replacement of PORTICO collection applications by those of the HUMINT Online Tasking and Reporting System (HOTR).

The Technology Division has a unique role within DIA and the DCHC, as they constantly analyze the intelligence cycle of collectors, define the technical requirements for defense CI and HUMINT, and address any information gaps so that the right intelligence is accessible to the right people at the right time, explains Herrick. In the end, paratroopers may contend they only need St. Michael by their side in the uncertainty of war, but who can argue that useful intelligence, when and where they need it, is a lesser defense against ambiguity?

WHAT ELSE IS THE TECHNOLOGY DIVISION UP TO?

Project: Smart Collection System Prototype

Status: Prototype in Development

Purpose: Support collection managers with an automated capability that will specifically analyze data; explain situations; raise awareness; provide advice; and predict consequences

Goal: Move collection management decision-making closer to the speed of thought

Project: CHROME (CI and HUMINT Requirements-reporting and Operations Management Environment)

Status: In Development

Purpose: Serve as central hub of the service-oriented architecture linking CI and HUMINT information with the Distributed Common Ground Systems (DCGS)

Goal: Strengthen collaboration and enhance capabilities of collectors, analysts, operators and decision-makers

Project: Request for Information (RFI) in Controlled Unclassified Information (CUI) Capability

Status: In Development

Purpose: Provide a CUI-based RFI and data exchange capability that meets the capability requirements of the CI and HUMINT Enterprise

Goal: Expand the community's reach to its non-traditional customer base and increase collaboration within the ranks of the broader collection and analytic support apparatus

Beyond the Intelligence Community INTEGRATED SUPPORT in Afghanistan

By Christopher R. Case and Amir N. Hanif, DI

Providing analytic support to the warfighter in Afghanistan requires widespread expertise, and the Defense Resources and Infrastructure Office leads the way.

Within the Directorate for Analysis (DI) the Defense Resources and Infrastructure (DRI) Office provides extensive support to operations. Analytic support to the warfighter ranges from answering requests for further information to collaborating with various deployed entities. In addition to providing analytic support to the Afghanistan-Pakistan Task Force, DRI is the lead for the Afghan Infrastructure Focus Team. This team analyzes several infrastructure disciplines — such as energy, economics, industries, medical, telecommunications, transportation/logistics and water — detailing the status of each

Photo by SGT Teddy Wade, U.S. Army

A Marine reads his map to discern his location during a security halt while on patrol across the Depak Valley, Afghanistan.

discipline in a monthly update brief for a variety of customers.

Afghanistan presents a unique challenge for the Defense Economics Division (DRI-2). Since the Afghan economy depends almost entirely on international aid, the division's Afghan analysts cannot analyze that nation's economy in a vacuum. They must also be aware of the wide range of infrastructure development activities occurring throughout the country and understand which of these projects is most beneficial to Afghanistan's economic progress and our troops in-country.

In order to collect this information, DRI-2 analysts regularly interact with their civilian and military counterparts in the intelligence community, U.S. and foreign government agencies, and non-governmental organizations. They collaborate with members of the U.S. Department of State, the U.S. Agency for International Development, forward operating bases, provincial reconstruction teams, the Combined Joint Intelligence Center — Afghanistan, the Information Dominance Center, the U.K. Department for International Development, and the NATO Consultation, Command and Control Agency. DRI-2 analysts also collect information on budgets, spending, domestic revenues and policies from official Afghan government websites. These efforts help DRI better understand the requirements of the warfighter and policymaker and tailor our products to fit those needs.

Daily interactions with analysts and collectors both in-theater and back in the United States allow DRI to provide support for immediate tasks as well as to anticipate the needs of senior customers. Collaborating with other intelligence community professionals as part of the transportation/logistics community of practice has been an effective tool in DRI's quest to provide the best support to those defending our nation. The Transportation and Logistics Division (DRI-1) is also a good example of how DIA analysts continue to support the needs of the warfighter, with two analysts in Iraq and two in Afghanistan. Most of the analysts covering Iraq and Afghanistan have deployed previously and understand the needs of analysts and collectors in these areas of responsibility.

Photo by LCpl Tommy Bellegarde, U.S. Marine Corps

U.S. Marines and Afghan National Army soldiers investigate a possible improvised explosive device while on a patrol in Marjah, Helmand province, Afghanistan.

FE Participates in OPERATION WARFIGHTER

By Mary F. Carr, FE

Supporting the warfighter comes in all shapes and sizes, including when a wounded warrior comes home to heal.

The Financial Reporting and Internal Controls Division (FE-2C) has hosted a wounded warrior since the summer of 2008 with such success that the division is hoping to host several more. The purpose of the Wounded Warrior program is to offer temporary assignments to service members as they are convalescing. While the warriors aren't necessarily able to work 40 hours each week, they're able to provide meaningful support and contributions to the accomplishment of internally and externally assigned tasks and projects.

I represented the Financial Reporting Division at a Wounded Warrior career fair March 23 at the Mologne House at Walter Reed Army Medical Center. The Mologne House is an on-base, outpatient residence for recuperating service members. While my priority was to recruit and identify potential candidates to assist the Financial Reporting Division, I met with 19 individuals and discussed missions and opportunities within DIA financial management and DIA overall. One of the objectives of wounded warrior recruiting ambassadors is to not only represent their specific office, but to provide information about their agency, career field and contact information to other potential hosts.

All recruiting sponsor agencies are federal entities. A service member need not have experience in their requested career field. Rather, this is

Photo by TSgt Francisco V. Govea II, U.S. Air Force

U.S. Army soldiers fortify an Afghan Highway Police checkpoint in Robat, Afghanistan, by placing razor wire around the perimeter.

an opportunity to explore and experience something new or different on the road to recovery or as the service member prepares and transitions to the future.

"I have three vacancies and can teach anyone [financial] reporting basics," said Jim Maynor, chief of the Financial Reporting Division. "All I need is people who are willing to work, learn and apply themselves. We have a myriad of tasks and projects, and this can be a win/win for both the service member and DIA."

The service members have an intense desire to return to work and continue contributing. This is a strictly voluntary program and salaries are paid by the member's host service. Qualities expected of the host organization are flexibility, understanding, patience and sincerity. The members have a variety of injuries, handicaps and medical requirements. Some of the members are open and will discuss their injuries, while others don't.

The questions asked by the warriors were varied and insightful. One warrior asked about transportation — provided by the Operation Warfighter Program at no cost to the member.

Photo provided by FE

Author Mary Carr, right, represented the Financial Reporting Division at a Wounded Warrior career fair at Walter Reed Army Medical Center.

One warrior offered that his penmanship isn't very legible — no problem, we have Microsoft Word and Excel! Another asked about duty hours and the impact of mandatory medical appointments; there are flexible hours, though you still need to meet suspenses, and you're expected to attend your medical appointments. This is a temporary assignment, frequently about 20 to 30 hours per week.

Many of the members just wanted to get some ideas of what they could do if they weren't going to be able to return to the military and their former careers. Several of the members were baffled and confused because they were realizing and/or accepting that they weren't going to be able to return to the only career they had ever known.

Several members were identified for potential placement within the Financial Reporting division. All initiated pursuit of a top-secret clearance, the most time consuming aspect of placement within DIA. During this process though, one member was medically retired, one member had a medical relapse and was admitted to the hospital as an inpatient, and one member declined to pursue placement due to extensive therapy.

This became more than a two hour event. To me, it was an emotional realization that these warriors sacrificed for us, and now it's time for us to assist them. While I may not be able to physically help a service member heal, I'm able to commit my time and emotional support. I visited our inpatient recruit, provided e-mail encouragement and progress inquiry to warriors going through arduous physical therapy and surgery, and advised family members how to apply for DIA and other federal jobs. It's some of the most self-satisfying and useful things I've done.

In summary, the career fair was an extremely positive interaction with motivated and inspired service members. It was an opportunity to represent DIA and discuss its opportunities and benefits. Financial Reporting personnel plan to attend future Wounded Warrior career fairs, if just for the opportunity to thank members for their service and encourage them to stay focused on their road to recovery.

Supporting the Warfighter, through EXERCISES and READINESS

By Alan J. Thompson, DA

Need to know all about the next Joint Exercise Program? Want to know how your office can maintain a high level of readiness? The Operations Readiness Branch has the answers.

The Operations Readiness Branch (DAE-2A) was established to synchronize agency readiness and to incorporate exercises to fully develop mission capabilities, while supporting a myriad of DIA customers and executing the director's training guidance. To do this, DAE-2A provides support to national-level organizations, the Joint Staff, combatant commands (COCOMs), DIA directorates, and the intelligence and law enforcement communities through its exercise and readiness programs. This highly motivated branch is here to support the warfighter and the agency anytime, anyplace.

Four DAE-2A personnel support the National Exercise Program (NEP), Chairman's Exercise Program (CEP) and Joint Exercise Program (JEP), ensuring that DIA provides cogent military intelligence support to its customers. These professionals attend conferences and planning groups worldwide to link customers with the DIA resources and capabilities critical to the success of these exercises.

DIA exercise support is critical to ensure our customers are trained and educated on the mission-essential capabilities DIA provides. Additionally these exercises train agency employees in the critical skills and tasks essential to accomplishing our mission. Last year, DIA supported 18 CEP, JEP and NEP exercises, and this year the office is supporting 19 exercises with more than 200 DIA personnel participating to support warfighters and policymakers.

Another team manages and reports DIA's readiness to support national policymakers, the Joint Staff and COCOMs. Through intense collaboration and teamwork, DAE-2A readiness officers maintain the Agency Mission Essential Task List (AMETL). The AMETL provides the framework to understand DIA's preparedness to support full-spectrum military operations. Utilizing the task list and assessments, DAE-2A works with the command element and Joint Staff to provide the agency's input to quarterly readiness reports and capabilities assessments.

These two teams work together to ensure the agency complies with the requirements of the Joint Chiefs of Staff's Joint Training System (JTS). The JTS provides the mechanism for DIA to train and evaluate its proficiency to perform mission-essential tasks in support of the warfighters.

Based on DIA's AMETL-based readiness assessments and training needs, DAE-2A identifies exercise opportunities and documents them in an exercise and training plan. The plan establishes key training objectives to be observed and assessed during DIA's CEP, JEP and NEP exercise participation. Once complete, the training is assessed to define shortfalls and gaps that need to be addressed or corrected in future training cycles. This process improves DIA's overall readiness to support the warfighter. As the AMETL is completed, training program development efforts will be ramping up.

There are many ways you can get involved in exercises or readiness for your organization. To learn more about these opportunities or receive an information brief on real-world training, exercises and readiness opportunities, contact DAE-2A at disa820@DODiis.ic.gov or stop by the office in the DIAC Expansion S287H-K and S290A-F.

Photo by Margan C. Kerwin, CP

The Operations Readiness Branch (DAE-2A).

Putting Theory into PRACTICE

By COL Sherry Stearns-Boles, CDR Arthur S. de Leon, Chris G. Marshall, Kris A. Young, and Wayne R. Hugar, MC

Participating in joint planning exercises gives NDIC student and faculty experience in real-world situations.

Students and faculty members from the National Defense Intelligence College (NDIC) participated in four major joint planning exercises conducted at the war colleges and at Pacific Command (PACOM). Operating in joint environments, the students all played key roles in providing intelligence support for each given scenario and experienced firsthand the importance of intelligence in planning and interagency processes.

As part of the Master's in Strategic Intelligence program, all of these exercises continue on an annual basis within the MSI 629 Strategic Crisis Exercise course curriculum.

Photos courtesy of Rich T. Owens, MC

NDIC members formulate adversary strategies during PACOM exercise TERMINAL FURY 2010. From left to right, Wayne Hugar, faculty, and graduate students MAJ James Chastain and Maj Jason Hokaj.

U.S. Pacific Command (PACOM)

From April 12-16 and May 15-27, seven NDIC students and one faculty member participated in PACOM's Command Post Exercise Terminal Fury 2010 Parts 1 and 2 held at PACOM's Pacific Warfighting Center on Ford Island, Hawaii. Exercise Terminal Fury is the highest priority and largest annual PACOM exercise for a major theater war operational plan. NDIC personnel augmented PACOM's Joint Exercise Control Group (JECG) Intelligence and Opposing Force cells to provide subject matter analysis and expertise, recommendations, and dynamic scripting input for exercise scenario events to meet PACOM headquarters staff and component training objectives.

All participants provided meaningful expertise and assistance to their PACOM counterparts, contributing to the success of this major exercise. All participants gained knowledge about various adversary offensive and defensive capabilities, furthering their thesis research on various topics, as well as gaining the latest insights into PACOM's joint campaign planning, strategy, operations and intelligence requirements. The students' participation was under the auspices of NDIC's MSI 629 Strategic Crisis Exercise - PACOM strategy elective course, which applies intelligence support to simulated joint intelligence and operational planning, strategy, tactics and warfighting execution.

Air War College

The NDIC participated for the first time in the Air War College's (AWC) Strategic Exercise Global Challenge May 4-14 at Maxwell Air Force Base at the Air Force Wargaming Institute (AFWI) in Montgomery, Ala. Fourteen NDIC students integrated with the current AWC students and faculty as intelligence role players and/or white cell intelligence controllers. The NDIC students were accompanied by two NDIC faculty and staff for facilitation and observation.

The structure of the war game included three worlds, each with a National Security Council cell; Joint Staff cell; and cells for Pacific, Central, Northern and African commands. Student players, white cell controllers, and AWC faculty leads manned each cell. Initial joint intelligence preparation of the environment (JIPOE) briefs for each cell were provided by NDIC students in each COCOM cell. The students learned about the joint planning process and prepared a JIPOE briefing during eight class sessions prior to arriving at Maxwell Air Force Base. Various guest presenters, including NDIC faculty and Defense Intelligence Operations Coordination Center (DIOCC) and AFWI personnel, helped to prepare the class. Presentation topics included general guidance on NDIC participation in the AWC exercise, intelligence support in this environment, the joint operations planning process, introduction to the AWC exercise and the supporting products and systems, the exercise scenario, and the JIPOE process.

Upon arrival on station at AFWI, the NDIC students received orientation briefings and systems training with other controllers. The AWC faculty and staff, the AFWI cadre and the NDIC students considered the experience and impact extremely positive and recommended the relationship and NDIC preparation course should be retained and further developed for annual reoccurrence. Air University desires to see and would gladly incorporate more NDIC students for this AWC exercise in the future.

Army War College

During the winter term, NDIC students explored the application of intelligence to operational and strategic crisis planning. After eight weeks of rigorous preparation, the course culminated in student participation in the U.S. Army War College Strategic Decision Making Exercise (USAWC SDME) at Carlisle Barracks, Pa., March 3-10. This exercise provided a complicated and demanding laboratory for students to put to practical use the theories and concepts learned at NDIC.

To prepare for the exercise, NDIC students were required to conduct in-depth studies of the National Security Strategy, National Military Strategy and all applicable joint publications, and understand intelligence support to crisis action planning from Phase I (Situation Development) through Phase VI (Execution). Students also became familiar with the ever-changing interagency processes and those forces that drive senior civilian decision-making in a national-level crisis environment.

The USAWC SDME exercise allowed NDIC students to experience the operations and intelligence relationship in a dynamic setting while interacting with the future government, military and intelligence community leaders. The NDIC students participated in an interactive set of multilevel, political-military situations, applying the diplomatic, information, military and economic elements of national power to the full range of possibilities, including contingencies, humanitarian and peacekeeping operations, coalition and joint task force building, and war. NDIC students were also able to observe and contribute to press briefings, congressional hearings, VIP briefings/visits, negotiations, and Policy Coordination Committee meetings.

The NDIC students were assigned to cells replicating decision-making architecture, to include the National Security Council, the Office of the Secretary of Defense, the Joint Chiefs of Staff, and European, Southern, Pacific, Central and Northern commands. The NDIC students were designated as the senior or deputy intelligence person in the cell and acted as equal partners within the cell framework. NDIC student contributions to each of these cells included a morning intelligence briefing delivered to the cell's senior personnel and continuous intelligence support to operations. Additionally, NDIC students were instrumental in helping the war college students understand second and third order effects of their decision-making within the context of the exercise and the real world.

Every cell operated in its own unique capacity, but all the war college students appreciated the contributions made by the NDIC students as they were challenged with time-constrained decision-making and evaluated various options in a rapidly evolving situation. War college students listened to the input and feedback from the NDIC students and frequently would not make decisions until they received this information and assessments.

Naval War College

Nineteen NDIC students participated in the Naval War College's (NWC) Joint Military Operations Capstone Exercise May 17-28 as part of their Strategic Crisis Exercise elective (MSI 629). Working alongside NWC students as part of a combined task force (CTF) staff, the exercise scenario challenged the CTF in crisis action planning in support of a State Department-led multinational effort to provide humanitarian assistance to the Democratic People's Republic of Korea.

This planning exercise provided students with firsthand experience in understanding the complexity of planning military operations, to include joint, interagency and multinational coordination to achieve national objectives at the theater level. The planning process commenced with a PACOM warning order and required the students to conduct mission analysis, develop courses of action, and analyze and compare selected courses of action through a war gaming process.

The NDIC students played several different intelligence support roles throughout the CTF staff and prepared for their participation during the college's spring quarter. Preparation included lectures and discussions on adaptive planning, dynamic threat assessment, JIPOE, the joint operational planning process, humanitarian relief operations, and the Joint Interagency Coordination Group. Additionally, NDIC students teamed up to produce six intelligence products that directly supported the development of the JIPOE and much of the intelligence analysis for the planning process. DIA's North Korea Branch and the DIOCC's Office of Plans provided outstanding support in the students' preparation.

Naval War College and National Defense Intelligence College students work together during the Naval War College's Joint Military Operations CAPSTONE Exercise.

This is the eighth consecutive year that NDIC has participated in this Capstone exercise.

"Participation in the MSI 629 and the command staff exercise at the Naval War College provided me insight into the joint military planning process," explained Scott Kist, a current student in the NDIC masters program from the Office of Naval Intelligence. "As a result, I have a better understanding of joint military planning and the intelligence role in supporting this process."

Making Good Products BETTER

By Analytic Operations, DI

A small program in DI is making DIA's analytic products the best they can be.

Analysis is one of the key elements of the defense intelligence business and customers expect concise, high-quality analysis to help guide their decisions. Analysts must provide quality products that create impact at the point of decision. As such, the analytic community must evaluate the quality of products and analysis. The Directorate for Analysis' (DI) analytic evaluation program ensures that we are achieving analytic quality in our analysis and production. It also evaluates and reveals our analytic strengths and weaknesses, providing insight into our analytic training programs and feedback to the analytic work force. The program is composed of the DI Product Evaluation Board (PEB), office-level programs, analytic standards seminars, senior intelligence analyst (SIA) tradecraft seminars, and forums to gain and provide feedback on existing analytic standards, policies and procedures.

Product Evaluation Board (PEB) and Office-level Evaluation Programs

The PEB evaluates select finished all-source intelligence products. This high-level peer review process pulls senior analysts from across DI to serve a six-month tour on a part-time basis in addition to their regular duties. In teams, members evaluate analytic products from other offices and develop consensus scores and comments using the DIA rating scale. The evaluation results are representative of the whole review process, not just the author's work. Therefore, the mentorship the analyst receives throughout the analytic process affects the scores the product receives. Comments accompany the scores; these comments are considered more important than the scores.

Office programs evaluate analytic standards beyond the board's capability. These activities are crucial to understanding the more subtle aspects of analytic quality. For example, offices can evaluate the accuracy of their assessments or the consistency of their analysis. Quarterly, office analytic quality and evaluation representatives meet to discuss best practices and develop solutions to on-going analytic quality dilemmas.

Addressing Quality Gaps

Office-requested analytic standard seminars evolved from the DI PEB information sessions and help analysts better understand the standards. To encourage discussion, these office-requested seminars usually last about two hours with a maximum of 15 analysts. The sessions include an exercise in which participants evaluate a product published by that office.

The recently disseminated tradecraft primer "Sourcing Defense Intelligence Analysis" has been the source of numerous sessions with the work force, and formal classes began in June. Another primer on the analytic techniques used in alternative view products is planned to support a course on the topic and will likely be a topic in office analytic quality activities.

The DI Analytic Operations tradecraft staff supports the analytic quality effort by developing the DI analytic standards rating scale, numerous check lists and worksheets for use throughout DI.

An essential component of the analytic evaluation program is the delivery of feedback to both the analyst and back to the existing programs in place. Deficiencies identified in the PEB process generated many of the DI research director's tradecraft note topics. These topics then developed into office-led seminars.

SIA tradecraft seminars were created to focus on supporting the first level of substantive review. The topics in these seminars directly relate to the mentoring and reviewing responsibilities of SIAs. Seminar topics such as "Assessments: Making the Call," "DI Analytic Writing," "Reviewing Analytic Products" and "Briefing Best Practices and Sourcing" have already been presented to office trainers and new topics like visualization and warning are in the final stages of development.

PEB evaluations and DID articles, the latter annotated by Deputy Director for Analysis Robert Cardillo, have been posted on A-Space so that analysts

A soldier provides security outside an Afghan National Police checkpoint in Taktehpol, Afghanistan.

Photo by TSgt Francisco V. Govea II, U.S. Air Force

may access the feedback directly. Research Director J.D. Williams regularly e-mails offices with praise or constructive criticism on finished all-source analyst products.

DI Analytic Operations

Analytic Operations encompasses much more than just analytic evaluation. This office houses the Devil's Advocate, which looks at ways to explore analysis of alternatives, and also has an analytic ombudsman who is a barometer of our analytic integrity. Analytic Operations runs the Defense Intelligence Strategic Analysis Program and is helping the Department of Defense develop analytic competencies and the analytic roadmap. The comprehensive analytic outreach program issues a biweekly newsletter and runs the speaker series, and the group is responsible for integrating the analytic aspects of information sharing into daily analytic life. The office responds to many taskings related to analytic quality, including the director's yearly worldwide threat testimony to Congress, and works closely with universities by developing curriculum to help bring future analysts to DIA. The Analytic Operations research director also runs the Defense Intelligence Digest and contributes to several premier publications.

A ONE-STOP Intel Shop for a JTF

By Khylah L. Settle, DJ

The National Intelligence Support Team deploys critical intelligence capabilities around the world.

The National Intelligence Support Team (NIST) provides national intelligence support to the combatant commands during crisis and contingency operations. The NIST is composed of collection and intelligence, surveillance and reconnaissance planners; analysts; systems technicians; and representatives from various agencies throughout the intelligence community (IC), including DIA, Central Intelligence Agency (CIA), National Security Agency (NSA) and National Geospatial Agency (NGA). The NIST deploys during the stand-up of a joint task force (JTF) and is customized to suit the needs of the JTF commander.

When compared to other deployable teams across the IC, the NIST possesses the unique ability to provide an integrated one-stop shop for the JTF commander to fulfill all immediate national intelligence requirements, to include reachback into national IC, scalable and dedicated TS/SCI communications, and the ability to leverage all intelligence production agencies. This capability ensures the commands have the national intelligence support they need to successfully complete the mission.

In the event of a crisis or contingency occurs and a NIST is deemed necessary, the JTF commander requests a NIST through the command's Operations Directorate (J3). The Defense Intelligence Operations Coordination Center (DIOCC) serves as the NIST program manager and tailors the team to the specifications of the commander. The criteria for determining the capability and size of the NIST typically includes, but is not limited to, JTF requirements, agency capabilities, demographics of the locale, severity of the crisis, and communication requirements. Throughout the request/deployment process, the DIOCC maintains constant coordination with the Directorate for Intelligence (J2), J3, combatant commands, DIA, NSA, CIA and NGA to ensure continuity and situational awareness.

Photo submitted by DJ

A NIST deployed to Haiti in 2004.

The NIST Jump Team, a unit within the NIST, is composed solely of DIOCC personnel and is deployed under the authority of the DIOCC director. Should the NIST require combat support agencies or IC participation, the chairman of the Joint Chiefs of Staff must order the deployment. After the team has been deployed for 90 days, the requirement for a NIST will be reviewed and a determination made to either extend or redeploy the team.

Since 1992 the NIST has deployed to support several missions, including Operations Enduring Freedom, Iraqi Freedom and Secure Tomorrow, and regularly supports command exercises such as Austere Challenge, Ulchi Freedom Guardian and Terminal Fury.

In addition to deploying customized teams, the NIST also serves as the functional manager for JWICS. The NIST is responsible for providing customer support to in-garrison and deployed JWICS consumers, including the commands, services, the Department of Defense and the IC. As JWICS functional manager the NIST provides customer service for 55 deployable JWICS systems, to include deployment and activation, system movement, maintenance issues and system turn-in.

As the needs of the commands evolve to accommodate changing defense and national intelligence demands, the ability of the NIST to provide customized support proves to be a valued resource within the IC.

New DIA TOASTMASTERS Chapter Chartered for MSIC

By Bernadette R. Paschel, DI

Confidentially Speaking is taking the Toastmasters community in Alabama by storm.

DIA's newest Toastmasters chapter, Confidentially Speaking, was chartered March 11 at the Missile and Space Intelligence Center (MSIC) on Redstone Arsenal, Ala. A ceremony was held April 8 to commemorate the occasion. The new club is one of the strongest Toastmasters clubs in North Alabama, with a mission focused on providing training for effective communication and leadership.

During the chartering ceremony, Toastmasters Division A Governor Monte Washburn presented membership certificates and installed club officers. The keynote address was provided by the Rev. Earla S. Lockhart of First Missionary Baptist Church in Huntsville, Ala. Lockhart challenged the audience to be effective leaders by maintaining their personal "energy, enthusiasm and passion."

Tom Bramhall, one of MSIC's club mentors and president of the Strategic Speakers Club on Redstone Arsenal, praised Confidentially Speaking as being a model Toastmasters chapter for companies and other agencies to follow. MSIC is leading the Huntsville community in commitment to communication and leadership development.

Photo courtesy of Bernadette R. Paschel, MSIC

The MSIC Toastmasters Club, Confidentially Speaking.

Club members are actively supporting activities in their Toastmasters area, division and district. In January the Toastmasters Leadership Institute Training was held in Montgomery, Ala., and Confidentially Speaking was recognized as having the most officers attend from all clubs in attendance. The club was also represented at the Area International Speech Contest and the Spring 2010 Division A International Speech and Evaluation Contest. Club members also supported the District 77 Spring Conference held in Atmore, Ala.

Currently the club has 35 members with representatives from every office within MSIC, and it is working toward distinguished club status. To be recognized as such, a Toastmasters club must achieve a minimum of five of the goals established by Toastmasters International within a distinguished club plan year.

Club officers for the upcoming July 1 to Dec. 31 term include Bernadette R. Paschel, president; Tharmon R. Wynn, vice president of education; Dr. Beth L. Hodges, vice president of membership; Donna C. Miller, vice president of public relations; Lt Col Kyle W. Moore, secretary; Kimeko S. Langham, treasurer; Brian L. Schilling, sergeant-at-arms; and Denice Stisher-Howell, security.

Look for these confident communicators and leaders to serve and support the DIA mission.

MSIC Toastmasters

The Communiqué staff interviewed one of the agency's departing "legacies" and asked her to share her career experiences and a few words of wisdom.

If you wish to nominate an individual in your office who is retiring, please contact Margan Kerwin at (202) 231-0814.

Shirley HACKWORTH

How long have you been with DIA, and where have you worked within the agency?

I've been a DIA employee for 14 years and worked closely with DIA since 1984 as a U.S. Army civilian employee in the intelligence career field. My job as a DIA employee was in the Collection Directorate, when human intelligence (HUMINT), measurement and signature intelligence, and collection management were all together under one directorate. I also worked in the HUMINT Directorate. I was a charter member of the Office of the Chief Financial Executive and worked in the HUMINT Satellite Office, in the Program and Budget Division and the Manpower Management Division. I was deployed to the Iraq Survey Group at Camp Slayer, Iraq, in 2005. My most recent assignment has been as the DIA representative to U.S. Transportation Command (TRANSCOM), supported by the Defense Intelligence Operations Coordination Center and the Office of the Associate Deputy Director.

What are your fondest memories with the agency?

I have some great memories of DIA picnics and Take Your Child to Work days when my family was able to interact with my officemates.

Some of the best times that I had both personally and professionally were when I worked on the Collection Functional Management staff. The civilian and military personnel in that office were some of the brightest, most caring and most productive people that I have ever worked with. They now work in offices throughout the intelligence community and some have retired, but we still maintain close contact with each other.

When Carolyn Gallagher, an employee who worked with me in the Collection Functional Management Staff, retired she entertained us by belly dancing, surprising most of her fellow employees with her excellent abilities. I still remember the looks on their faces when I announced that she was embarking on a new career and she danced out in her costume.

What lessons did you learn throughout your career that you would pass on to others?

Nurture relationships with the people you work with. Not only will those relationships positively impact your success in your current job, they will help you as your career progresses. Informal networks are very important; they help you to cut through the bureaucracy. Also, future success is very dependent on being able to give credit to other people. I have seen more people achieve success in the short term, but fail in the long term because they were unwilling to share credit with the whole team.

What would you consider to be your greatest contribution to DIA?

I worked on the HUMINT program and budget during a period of significant increases, and I like to think that the justification documents we prepared, the answers to Congress' questions, and other oversight staffs were instrumental in ensuring that the manpower and funding increases were received and sustained.

What do you think has been the biggest change or had the biggest impact on DIA during your career?

DIA has changed very significantly over the past 14 years. Not only from increases from transfers of mission such as the Defense HUMINT Service, combatant command (COCOM) manpower and counterintelligence, but from internal changes. In the financial world the establishment and centralization of agency financial personnel into the Office of the Chief Financial Executive was a huge change that I believe significantly impacted the agency in a positive way. I think it has made the personnel who provide financial support think and act more as a unified team than as competitors for resources. I also think it has helped to standardize processes and procedures.

Photo courtesy of David A. Osborne, TRANSCOM

Shirley Hackworth, right, has been with DIA for 14 years.

The increases and change in personnel that started with the transfer of service HUMINT personnel and establishment of the Defense HUMINT Service had a big impact, and the most recent transfer of counterintelligence personnel and COCOM civilians has also been big. It has dramatically changed the proportion of agency personnel who are located outside of the Washington, D.C., metropolitan area, and in many support areas is still impacting DIA's organizational culture.

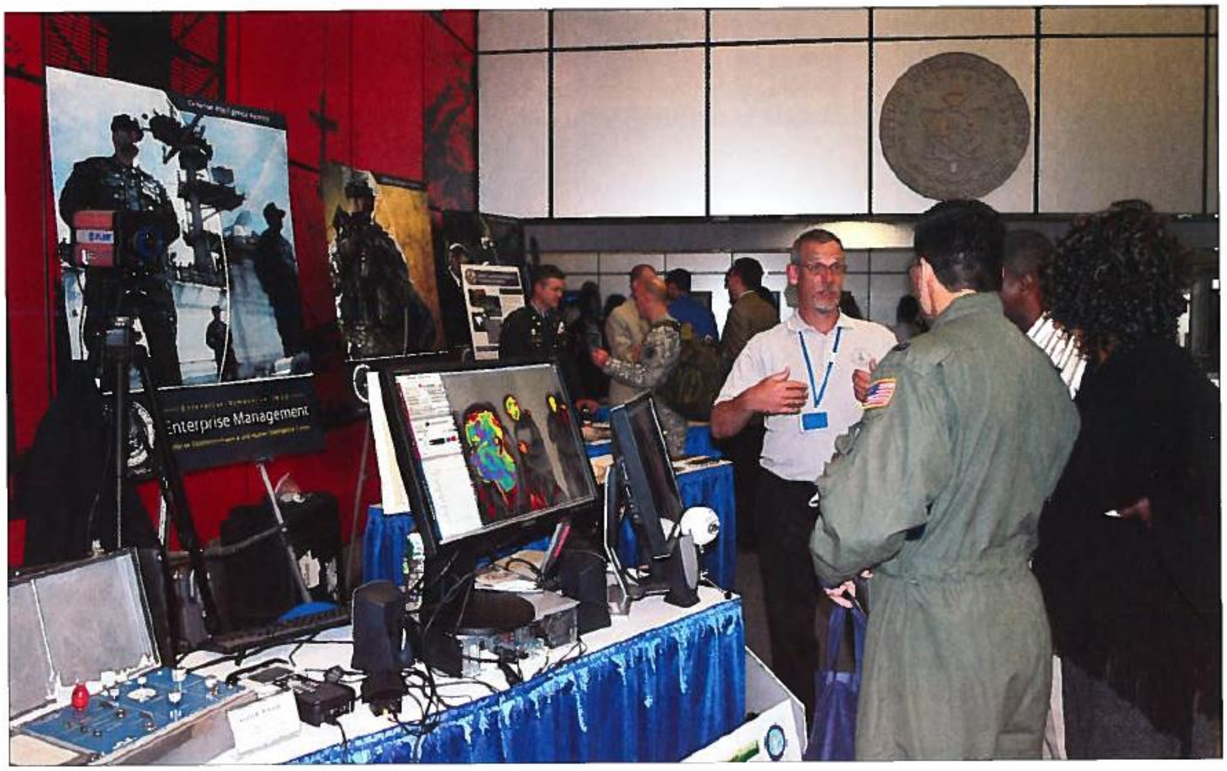
Information technology advances and social networking have also dramatically changed the way we work and the way employees think and resolve issues. I believe these changes are for the better and that they make DIA a stronger leader in the intelligence community.

Do you have any final words of wisdom you would like to share before you part from DIA?

I just want to remind people how important it is to have balance in your life. You really can't get back the time if you choose work over your family. Work is very important and it gives meaning to my life, but family is what you have when work is over. I also believe it's important to invest time and effort into personal relationships. People with a balanced life are happier and healthier.

I spy with my little eye something … hot.

You're getting warmer... Thermal imaging technology was on display at DIA Enterprise Symposium June 16-17. During the symposium members from across the intelligence community discussed how they can work together and more cohesively. The bottom picture has been altered. The differences are subtle; can you spot all 10 changes? The answers will run in the Aug. 16 InterComm.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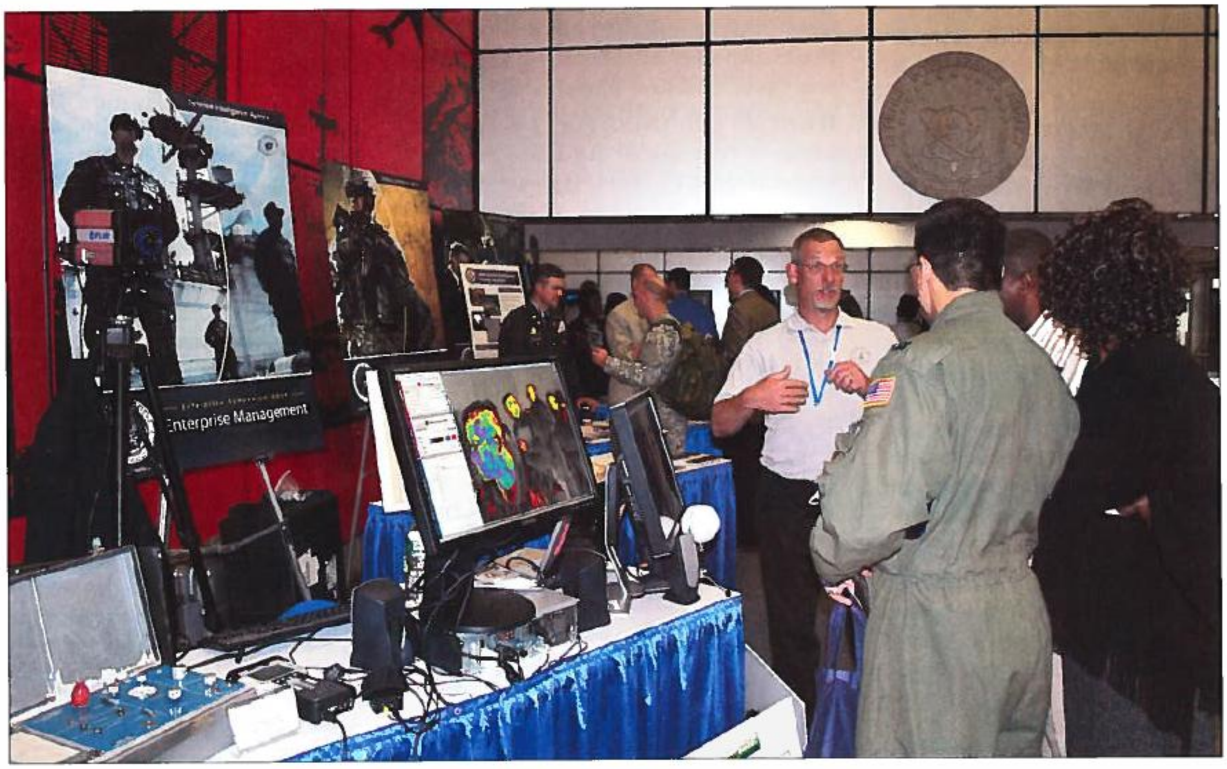
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on the HORIZON

events for AUGUST and SEPTEMBER 2010

AUGUST

Aug. 2 Friendship Day

Aug. 4 Coast Guard Day

Aug. 10 Rivanna Station Ribbon Cutting, 10 a.m., Charlottesville

Aug. 11 Ramadan begins at sundown

Aug. 13 DIA Annual Picnic, 10:45 a.m., Giesboro Park, DIAC

Aug. 23 Congressional visit to JUIAF, Charlottesville, Va.

Aug. 25 Blood Drive, 9 a.m. to 1 p.m., DIAC Conference Center

Aug. 26 Women's Equality Day

Aug. 26 Writing ECQs Workshop, 10 – 11 a.m., DIAC

Aug. 26 Interviewing Techniques Workshop, 11 a.m. – noon, DIAC

Aug. 31 Director's Town Hall, 11 a.m., Tighe Auditorium, DIAC

SEPTEMBER

Sept. 1-2 DIA Advisory Board Meeting, DIAC

Sept. 2 V-J Day

Sept. 6 Labor Day

Sept. 9 Rosh Hashanah begins at sundown

Sept. 10 9/11 Wreath Laying Ceremony, DIA Garden, DIAC

Sept. 10 Tailgate Party, DIAC

Sept. 11 Patriot Day

Sept. 15 National Hispanic Heritage Month begins

Sept. 17 Air Force Birthday Celebration, DIAC

Sept. 17 Constitution Day

Sept. 18 Air Force Birthday

Sept. 18 POW/MIA Day

POW★MIA
YOU ARE NOT FORGOTTEN

Sept. 19 Talk Like a Pirate Day

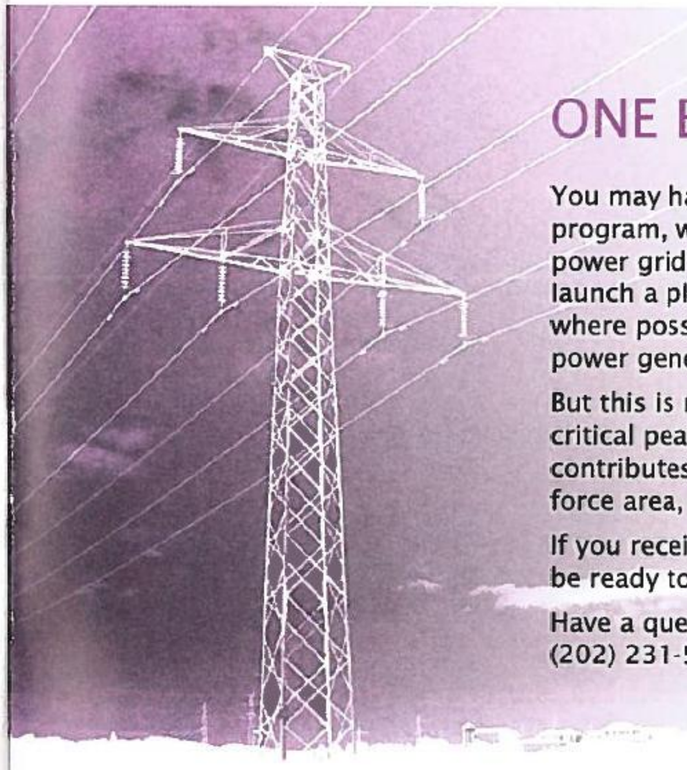
Sept. 23 First day of fall

Sept. 24 CWF Council Meeting, 10 a.m., DIAC

Sept. 24 Native American Day

Sept. 28 Yom Kippur begins at sundown

For further information or updates concerning these events, please refer to the Internal Communications website.



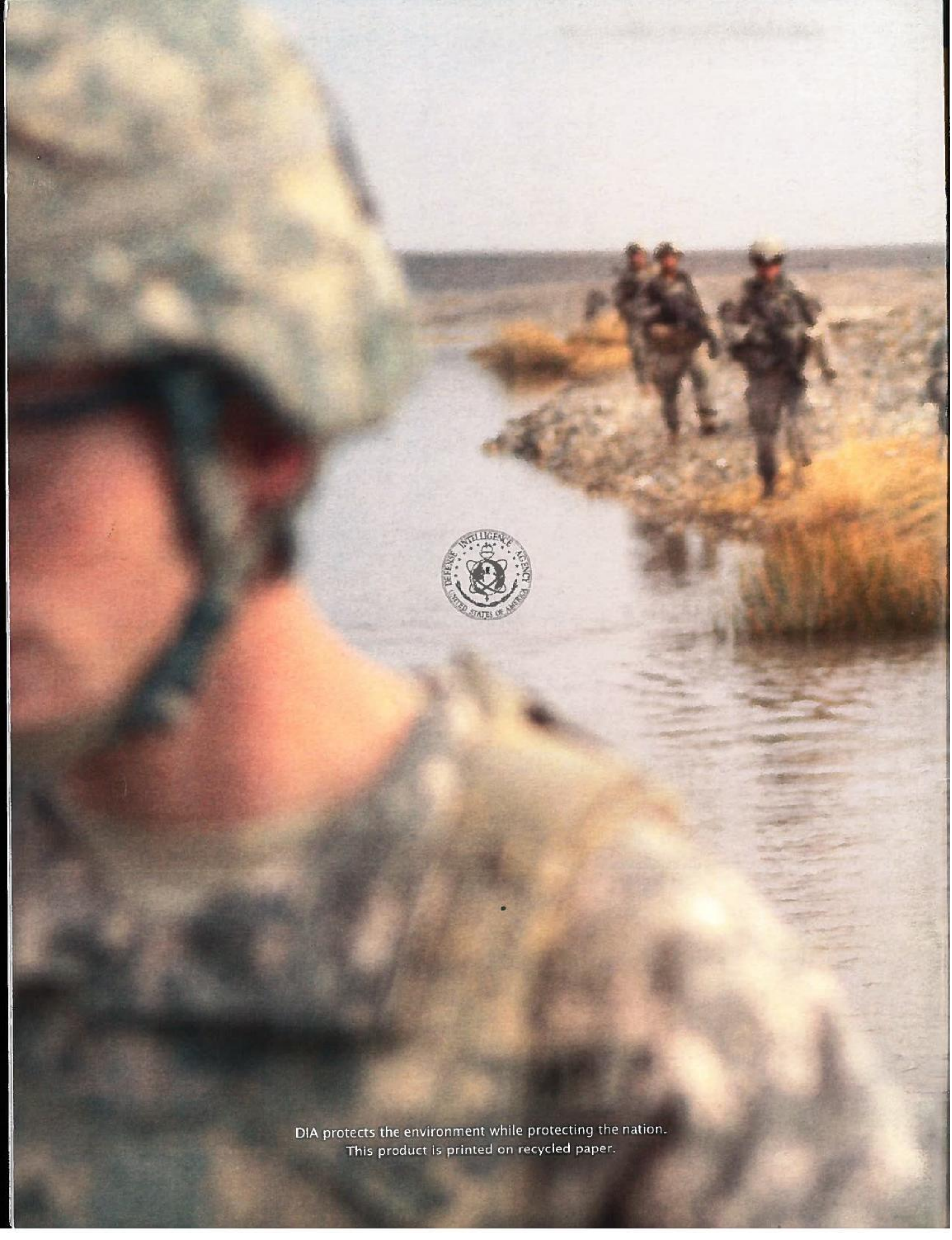
ONE BULB can make a DIFFERENCE

You may have heard about DIA's participation in the Demand Response program, which is when DIA engineers are notified that the regional power grid is reaching maximum electrical load. Engineers immediately launch a planned load-shedding strategy, such as reducing lighting where possible, to lessen our demand on the grid. They also start up power generators to maximize demand reduction performance.

But this is not enough — every DIA employee needs to help during these critical peak times because each light bulb or fan that is turned off contributes to a very large amount of energy saved over the entire work force area, and together we have a huge impact.

If you receive an e-mail this summer during a Demand Response event, be ready to do your part and cut off non-mission essential equipment.

Have a question about Demand Response? Call Jonathan Crittenden at (202) 231-5491.



DIA protects the environment while protecting the nation.
This product is printed on recycled paper.